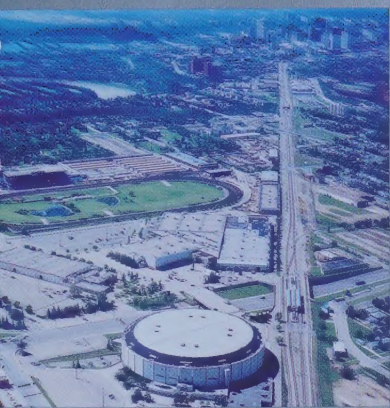


Connected to you] Strolling on the midway Receiving a scholarship Learning new skills Creating special moments Building a tradition of support Partnering with our community Providing support and encouragement Lending a hand Making wishes come true Making our communities stronger Contributing to our economy Building a vibrant region Betting on a winner Meeting friends Dining in style Experiencing the thrill of a close finish Finding the right gift Getting new ideas for your home Networking at a conference Seeing your child graduate Making new business connections Exploring new ideas Taking a wild ride Winning a prize Hearing great performers Watching roping, riding and barrel racing Buying that special gift Winning a medal Experiencing magic Finding new markets Celebrating our agricultural roots Building strong ties Pursuing your dreams Reaching your potential Supporting our youth Creating opportunities Making the best ice in the NHL Helping to create a classic Cheering for the home team Listening to a concert Catching the game Giving your time Helping your community Learning new skills Supporting the city of champions Bringing the country to the city Keeping the country in the city Finding your style Discovering something new Being the best you can be Falling in love Stealing your heart Making you laugh, sing, cry Singing along to your favorite song Touching your heart Supporting your ranch Making history Making memories Creating employment Helping a friend Serving our community Caring for our environment Managing our resources Jumping for joy Touching the stars Developing new business ties Helping Alberta grow Working behind the scenes Working for you Adding value Solving problems Making a statement Living well Sharing resources Taking the bait Balancing priorities Looking to the future Moving in the right direction Learning in a new environment Taking your partner two-stepping Expanding your mind Learning about the environment Wearing a cowboy hat Finding great genes Showing your prize animal Dressing up your pig Expanding your markets Closing the deal Competing as a family Receiving an award Getting your just desserts Going for the big prize Challenging your fears Accepting a dare Winning your dream Defying gravity Sharing a candy apple with your child Exploring a country's culture Watching some up and coming talent Planning your next adventure Pursuing a career Volunteering your time Trying some exotic food Enjoying a family outing Tapping your foot to the beat Shopping for your business Making a bid for charity Entertaining a client Wearing your team's jersey Booing the bad guy Holding up a witty sign Cheering yourself horse Enjoying an evening of music Showcasing the best Catching your breath Catching a death-defying act Laughing at a clown Spicing up your relationship Talking to an expert Drawing friends together Sharing Christmas magic Celebrating the season Sharing a laugh with your boss Capping off a great year Finding your next boat Trying out some new gear Getting advice Discovering a break-through product Making a living [Northlands Park 2003 Annual Report]



Receiving a scholarship Learning new skills Creating  
Building a tradition of support Partnering with our community  
and encouragement Lending a hand Making wishes come true  
Communities stronger Contributing to our economy Building a  
on a winner Meeting friends Dining in style Experiencing  
close finish Finding the right gift Getting new ideas for your home  
Seeing your child graduate Making new business  
new ideas Taking a wild ride [Oh ya!] Making a living  
great performers Watching roping, riding and barre  
Winning a medal Experiencing magic Finding new  
agricultural roots Building strong ties Pursuing your  
potential Supporting our youth Creating opportunities  
the NHL Helping to create a classic Cheering for the home  
concert Catching the game Giving your time Helping your  
skills Supporting the city of champions Bringing the  
the country in the city Finding your style Discovering  
the best you can be Falling in love Stealing your heart  
Singing along to your favorite song Touching your  
ranch Making history Making memories Creating  
Serving our community Caring for our environment  
jumping for joy Touching the stars Developing new  
grow Working behind the scenes Working for you  
Making a statement Living well Sharing resource  
priorities Looking to the future Moving in the right  
new environment Taking your partner two-stepping  
Learning about the environment Wearing a cowboy hat  
your prize animal Dressing up your pig Expanding  
the deal Competing as a family Receiving an award Getting  
the big prize Challenging your fears Accepting  
Defying gravity Sharing a candy apple with your child  
country's culture Watching some up and coming talent Planning  
Pursuing a career Volunteering your time Trying some exoti  
family outing Tapping your foot to the beat Shopping for you  
a bid for charity Entertaining a client Wearing your team's jersey  
bad guy Holding up a witty sign Cheering yourself horse Enjoying  
music Showcasing the best Catching your breath Catching a death  
act Laughing at a clown Spicing up your relationship Talking to an exper  
friends together Sharing Christmas magic Celebrating the season  
a laugh with your boss Capping off a great year Finding your next bo  
out some new gear Getting advice Discovering a break-through produc





Making  
connections

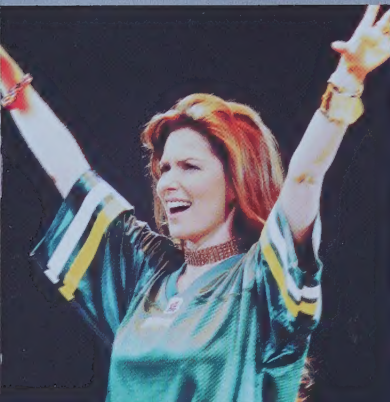


Strolling  
in the midway

Taking  
a wild ride



Revealing  
your class



Jumping  
for joy



Finding  
your style

Defying  
gravity



✓  
Achieving  
a vision



Stealing  
your heart



Wearing  
a cowboy hat



**[Mission]** To be the foremost provider of entertainment, community service, business development, agricultural and trade events in Edmonton and north/central Alberta.

**[Vision]** Northlands Park will be recognized as an outstanding supporter and leader in providing exceptional facilities in Western Canada.

Creating a place to connect the lives and livelihoods of north/central Albertans and Edmontonians is the founding and enduring mandate of Northlands Park. Founded in 1879 to meet the needs of a growing agricultural region, we continue to have a profound impact on the communities we serve. In 2003, events held on our site created more than \$400 million in economic activity. As a not-for-profit organization, with 850 volunteers, 250 full-time staff and 1,340 part-time staff, we provide programs and maintain facilities for the benefit of all Edmontonians and north/central Albertans. All proceeds are reinvested to ensure that programs and facilities are here for years to come.

Hosting more than 3.5 million guests each year on our 150-acre site, we rank as Edmonton's second largest tourist attraction. Whether attending an exhilarating performance at Canadian Finals Rodeo, experiencing a day at the fair during Edmonton's Klondike Days Exposition or seeing the finest livestock in the land at Farmfair International, guests are experiencing the best Northlands Park and Edmonton have to offer. We also play a lead role in the horse racing industry in Alberta. Visitors to the Spectrum experience live and simulcast racing for both standardbred and thoroughbred horses throughout the year. This modern, up-to-date facility also includes a selection of 500 premium slot machines.

The AgriCom and Rexall Place (formerly Skyreach Centre), both operated and maintained by Northlands Park, host NHL hockey, concerts, consumer and commercial trade shows, and a diverse range of catered events. In 2003, 2,235 events were held at Northlands Park.



Northlands Park wishes to express its sincere thanks for the support it receives from the Alberta Lottery Fund and the provincial government. In 2003, Northlands Park was the recipient of \$7 million. These essential funds were used to support programs and facilities that Northlands Park is committed to preserving for the benefit of all Edmontonians and north/central Albertans for years to come.



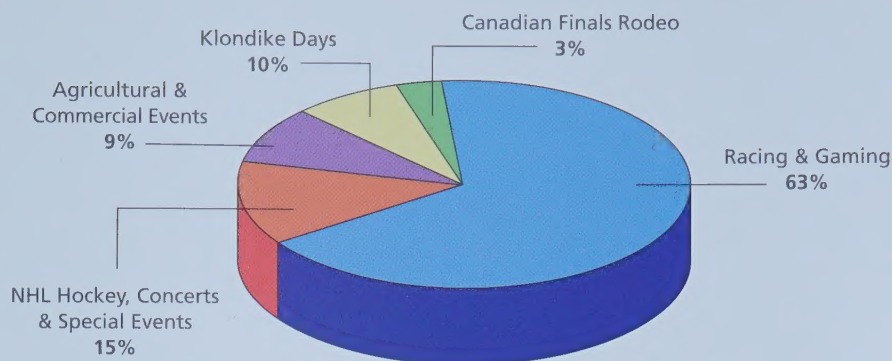
Northlands Park acknowledges and thanks the City of Edmonton for its annual \$2.4 million contribution. These funds are directed towards offsetting the costs associated with the operations of Rexall Place, and represent a significant contribution to help Northlands Park and the city keep the Oilers in Edmonton.



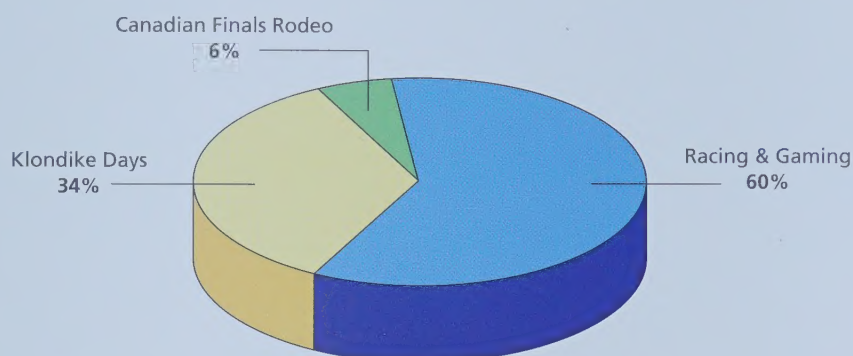
## In this report...

Mission and Vision	1
Social Contributions	2
Volunteer Board of Directors and Officers	4
Executive Message	6
Edmonton's Klondike Days Exposition	10
Farmfair International	12
Canadian Finals Rodeo	14
Racing and Gaming	16
Commerce and Community	18
Entertainment	20
Volunteer Awards	22
Volunteers and Members	24
Corporate Partners	28
Financial Review	30
Consolidated Financial Statements	38

## Revenues - 2003



## Event Contributions - 2003



(\$ Thousands)

Years ended December 31

### Revenues

	2003	2002	2001	2000
Racing & Gaming	\$ 67,889	57,887	44,004	39,491
Agricultural & Commercial Events	9,401	8,754	9,235	7,858
NHL Hockey, Concerts & Special Events	16,176	14,448	13,789	16,012
Klondike Days	10,489	10,403	9,730	9,539
Canadian Finals Rodeo	3,771	3,515	3,313	3,074
<b>\$</b>	<b>107,726</b>	<b>95,007</b>	<b>80,071</b>	<b>75,974</b>

### Event Contributions\*

Racing & Gaming	\$ 4,545	3,712	2,931	1,119
Agricultural & Commercial Events	(299)	(343)	(49)	(953)
NHL Hockey, Concerts & Special Events	(455)	(651)	(268)	(4)
Klondike Days	2,566	2,459	2,328	2,565
Canadian Finals Rodeo	425	649	623	433
<b>\$</b>	<b>6,782</b>	<b>5,826</b>	<b>5,565</b>	<b>3,160</b>

### Net Income (Loss)

Racing & Gaming	2,424	2,082	1,376	(666)
Agricultural & Commercial Events	(657)	(747)	(379)	(1,206)
NHL Hockey, Concerts & Special Events	1,062	1,028	1,605	1,854
Klondike Days	2,511	2,447	2,320	2,565
Canadian Finals Rodeo	399	649	623	433
Other**	(2,373)	(2,033)	(1,483)	(724)
<b>\$</b>	<b>3,366</b>	<b>3,426</b>	<b>4,062</b>	<b>2,256</b>

Working capital (deficiency)	\$ (6,471)	(10,918)	(3,511)	(3,867)
Long-term debt (non-current)	\$ 2,920	2,974	6,568	9,577
Net Assets	\$ 20,870	17,504	14,078	10,015
Capital expenditures	\$ 3,084	11,257	3,187	2,094

\* before grants, interest and depreciation.

\*\* Indirect grounds and building maintenance, administration and corporate programs, sales and marketing, net grant revenue and other income.

# 2003



Grade Five Students  
St. Theresa School, Sherwood Park, Alberta  
[Learning new skills at ICE School]







# Receiving a scholarship Learning new skills Creating special moments Building a tradition of support Partnering with our community Providing encouragement Lending a hand **[Social Contributions]**

Northlands Park is committed to enriching the quality of life in all communities we serve. Our tradition of community support initiatives includes partnerships with service clubs and providing educational opportunities such as bursaries and an in-house elementary classroom.

## **Northlands Park Educational Endowment Fund**

The fund, established in 1982, provides bursaries and scholarships for students pursuing a variety of studies, including agriculture, at 11 post secondary institutions in Alberta. More than \$700,000 has been awarded to help students reach their educational goals.

## **ICE School**

At the ICE (In Class Education) School, an exciting and innovative educational partnership between Northlands Park and the Edmonton Oilers Community Foundation, teachers and students move their elementary school classroom into Rexall Place at Northlands Park for an entire week of on-site study. Established in 2002, the school has hosted 32 classes since its inception.

## **Monday Morning Magic and Rodeo Magic**

Creating special moments for special needs children is one of the goals of Northlands Park. Monday Morning Magic, co-hosted with Conklin Shows, and held before the fair opens for the day, allows children and their families to enjoy Edmonton's Klondike Days Exposition without the usual crowds. At Rodeo Magic, held during Canadian Finals Rodeo, cowboys and cowgirls, our sponsorship partners and many volunteers combine their efforts to ensure a great rodeo experience for special needs children during a morning of bronco barrel racing, roping and racing fun.

## **Edmonton Rodeo Cowboy's Benevolent Fund**

Created in 1989 by Northlands Park, the Edmonton Rodeo Cowboy's Benevolent Fund supports professional rodeo in Canada. Disbursing more than \$630,000 to injured athletes and their families, the Fund would not be possible without the tremendous support of Edmontonians, north/central Albertans, and the rodeo community.

## **Winning Tickets**

The sum is greater than the parts, especially when Northlands Park partners with Edmonton's major service clubs to raise much-needed funds for the community during Edmonton's Klondike Days Exposition. ACT, Kinsmen, Rotary, Lions and the Edmonton Klondike Days Association raised more than \$500,000 for charitable organizations such as, the Inner City Housing Society, the CNIB, the Stollery Children's Hospital Foundation, Camp He Ho Ha, and the Caritas Hospitals Foundation.





Laura Gadowsky Special Events Consultant, and member, Northlands Park volunteer, Board of Directors [Helping bring Chuckwagon Derby excitement to Edmonton's Klondike Days Exposition]



# Making our communities stronger [Volunteer Board of Directors]

## Elected Directors

Doug Bienert, *Agricultural Consultant*  
Jerry Bouma, *Partner, Toma and Bouma Management Consultants\**  
Jim Campbell, *Labour Relations Negotiator, Alberta School Board Association\**  
James Cumming, *President, Princeton Developments\*\**  
Barbara Dixon, *Rancher*  
Peter Elzinga, *Office of the Premier \**  
Aaron Falkenberg, *Farmer/Businessman*  
Laura Gadowsky, *Special Events Consultant*  
Gordon Gilroy, *President, Vision Design Communications Inc.*  
Barb Gordon, *BRG Training, President*  
Andrew Huntley, *Investment Portfolio Manager*  
Leah Jones, *Rancher*  
Harold Kingston, *FCA, Partner, Kingston Ross Pasnak LLP*  
Dale Leschiutta, *Airline Captain, Air Canada\**  
Wendy Schneider, *Rancher\**  
John Windwick, *ATB Financial, Manager, Wealth Management*  
Boris Yaremko, *Security Manager, Kingsway Garden Mall*  
Eric Young, *QC, Counsel, Bryan and Company\**

## Directors Representing the City of Edmonton

Mayor Bill Smith\*  
Councillor Bryan Anderson  
Councillor Jane Batty\*  
Councillor Larry Langley\*  
Councillor Janice Melnychuk

## Directors Representing the Province of Alberta

Dave Broda, *MLA\**  
Julius Yankowsky, *MLA*

## Directors Representing the Government of Canada

Ivan Ivankovich, *Professor, University of Alberta\**  
Howard Starkman, *Counsel, Snyder and Associates*

## Community Appointment Under Article 54

Rick Carter, *President, Cartermidia Communications Ltd.*  
Howard Weir, *Edmonton Transit*

## Honorary Directors

The Honourable Ralph Klein, *Premier of Alberta*  
Her Honour, The Honourable Lois Hole, *Lieutenant Governor of Alberta*  
All members of City Council

## Honorary Life Directors

Jack L. Bailey	Ross McBain
E.I. Clarke, Jr.	H.L.D. (Len) Perry
Dale Cole	JR Shaw
Don M. Hamilton	Allan A. Shenfield
W.J.M. (Bill) Henning	Don H. Sprague
Harry Hole	Dr. Robert Westbury
Warren Holte	Gordon Wilson*
Don F. Jackson	Jim Woronuk
Glen W. Lavold	Gerry S. L. Yuen
Mike Marples	

## Officers and Senior Management of Northlands Park

Eric Young, *President*  
Dale Leschiutta, *First Vice-President*  
Jim Campbell, *Second Vice-President*  
Gordon Wilson, *Past President*  
Ken Knowles, *General Manager and Chief Operating Officer*  
Mark Bamford, *Assistant General Manager, Agriculture and Chief Financial Officer \**  
Opal Blackstock, *Assistant General Manager, Corporate Programs \**  
Les Butler, *Assistant General Manager, Racing and Gaming*  
Rey Wosar, *Assistant General Manager, Business Development*

\*Members of Executive Committee

\*These titles changed in 2004



**Back row:** John Windwick, Ivan Ivankovich, Mike Marples, Harold Kingston, Jerry Bourma, Andrew Huntley, Peter Elzinga, Boris Yaremko, Rick Carter, Doug Bienert, Wendy Schneider **Middle row:** Janice Melnychuk, Larry Langley, Don Jackson, Aaron Falkenberg, Howard Starkman, Gerry Yuen, Ross McBain, Gordon Gilroy, James Cumming, Julius Yankowsky, Jane Batty **Front row:** Allan Shenfield, Don Hamilton, Gordon Wilson, Eric Young, Dale Leschiutta, Jim Campbell, Laura Gadowsky







## Ensuring Northlands Park is a place to you [2003 Executive Message]

### Report from the President and the General Manager and Chief Operating Officer

Citizens of Edmonton and surrounding areas of north/central Alberta have many connections to Northlands Park. For many we are your place of work, or the place where you give your gift of time as a volunteer. For others we are the place where you celebrate a winning performance, hear a great concert, exhibit livestock or watch a racehorse cross the finish line, or we are the place that becomes your child's classroom for one action packed week during the school year.

We are all of these things and more, and in 2003 our commitment to be the foremost provider of entertainment, community service, business development, agricultural and trade events grew ever stronger.

Generating in excess of \$108 million in revenue in 2003, our business is a key driver of economic activity in this region. Operating this vibrant organization within the ever-growing and economically strong city of Edmonton and the surrounding communities of north/central Alberta, we are able to build connections and synergies that contribute to the overall growth and development of the Capital Region.

Edmonton is one of Canada's most diverse metropolitan economies, with forecasted growth of 4.4 per cent in 2004. Our role is to continue to develop our site and facilities in ways that are meaningful to the future needs of this dynamic region.

We have developed a strategic plan that will help us move forward with clarity. The plan addresses our business priorities in the four areas of agriculture, racing and gaming, event production, and sales and client events. A significant focus has been given to facility expansion and enhancements, which will foster a greater awareness of Northlands Park within the community and external markets, and contribute to our overall growth.

We are building a historical website about Northlands Park to commemorate our past and celebrate our 125th anniversary in 2004. Sharing memories and a wealth of historical information, the website will be about the places, people and events that helped to shape our community.



## [Executive Message] continued

Northlands AgriCom and Rexall Place continue to play vital roles in the economy of Edmonton and north/central Alberta by attracting a diverse range of well-known and well-attended events. In 2003, the AgriCom, hosted events such as the Edmonton Home and Garden Show and the Alberta Gift Show. The Alberta Gift Show, which is vital to specific industries and open to retailers, alone attracts 24,000 buyers to Edmonton to see the more than 1,600 companies who use 410,000 square feet of our site at the AgriCom, Sportex and Rexall Place. This is the second largest gift show and sixth largest trade show in Canada.

Rexall Place, is a key venue and one of the community's greatest assets. An impressive list of events, including home games of the Edmonton Oilers Hockey Club, 15 great concert performances and a variety of other entertainment events, made 2003 a memorable year.

Northlands Park functions like a small city, so the importance of good environmental stewardship is critical to our organization. It was, therefore, a highlight of 2003 to receive the Growing Alberta Leadership Award (GALA) in Environmental Stewardship. Our organization was recognized for its comprehensive energy management program and waste management initiatives. The GALA Award also recognized our practice of composting bedding from the racetrack and major agricultural events instead of shipping it to a landfill.

Redevelopment of our racetrack surface guaranteed horses, jockeys and drivers a top-notch surface for the 1,441 thoroughbred and harness races held in 2003. The harness racing and thoroughbred seasons were highlighted by exciting finishes for signature races - the Western Canadian Pacing Derby won by Ambro Aviator and the Canadian Derby won by Raylene. The Edmonton Northlands Horse Show returned in June, an event we look forward to as an annual date on the world horse jumping circuit. Also, we marked the ninth anniversary of the extreme action of the Klondike Chuckwagon Derby in July.

The Western Fairs Association, representing 150 fairs in Canada and the United States, awarded Northlands Park with a first place Achievement Award for the 2002 television advertising, media kits and outdoor advertising for Klondike Days. The International Association of Fairs and Exhibitions, an organization representing more than 1,400 fairs in Canada, the United States, Mexico, Australia and New Zealand, also gave first place honours to our organization for our work on posters and brochures for Canadian Finals Rodeo and Farmfair International.

Our tradition of community support initiatives such as partnerships with service clubs meant that \$500,000 was raised in 2003 during Edmonton's Klondike Day Exposition alone. Throughout the year we continued our tradition of supporting educational opportunities with activities such as bursaries and an in-house elementary classroom, the Edmonton Oilers ICE School, which we operate in partnership with the Edmonton Oilers Community Foundation.

Our support of the Say Hay Benefit, held here in 2002, won three prestigious Canadian Country Music Awards (CCMA), including the 2003 CCMA Humanitarian Award. We were also recognized for our contributions and assistance during the Kinsmen National BBQ Event, on the September long weekend, where more than 42,000 beef-filled buns were handed out in support of the beef industry. According to organizers, the Edmonton event alone established a world record.

Breaking records and setting the fourth highest attendance in the fair's history, 758,757 people enjoyed their time at Edmonton's Klondike Days Exposition. Great times continued as we celebrated



the 30th edition of Farmfair International. Over 1,300 cattle representing 16 breeds were entered in competition for top awards in a number of categories. Young Albertans competed for top honours in the Junior Futurity Beef Show, Junior Sheep, and Junior Swine shows. Records were broken again in 2003 when a crowd of 91,572 fans watched six rounds of great rodeo action at the 30th Canadian Finals Rodeo. The competition expanded from 10 to 12 contestants in each event, vying for a share of the richest purse in Canadian rodeo, \$676,400.

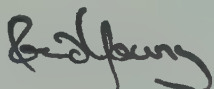
The photos in this annual report capture the diverse nature of our extraordinary volunteer force, which makes it possible to produce Northlands Park events. Seniors, youth, and others with full or part-time careers, who come from many communities and all walks of life, contribute their enthusiasm, support and expertise. Volunteers give the gifts of their time and skills in many areas, including providing leadership on our Board of Directors. Their hard work, determination and countless hours of service are dedicated to making our organization one that has achieved much for northern Alberta. We look to them as we develop our long-term vision for Northlands Park.

Lastly, we would like to recognize all who have helped make the year 2003 a successful one. Financial support from the Province of Alberta and the City of Edmonton is a key factor in our ability to contribute to the future development of strong regional economies for our city and province. On behalf of our Board of Directors and our staff, we thank them for their support and partnership. We also thank and recognize our many stakeholders, and community and business partners with whom we continue to build strong ties and create new opportunities for our organization and the Capital Region.

We are looking forward to a strong year in 2004, as we celebrate our 125th anniversary, host the country's music industry for the 2004 Juno Awards, join with the City of Edmonton in celebrating 100th anniversary events and prepare with the province for Alberta's centennial in 2005. We will continue to nurture and develop Northlands Park and ensure it remains a place full of opportunities and excitement - a place connected to you.



**Ken Knowles**  
*General Manager & Chief Operating Officer*



**Eric D. Young**  
*Volunteer President*





Barbara Masters Retired administrator,  
Northlands Park volunteer, and recipient  
of a 2003 Volunteer Award of Merit  
[Helping you enjoy your time at  
Northlands Park]





Strolling on the midway Taking a wild  
ride Winning a prize Hearing great  
performers Jumping for joy Touching  
the stars Making you laugh  
**[Klondike Days]**

A fantastic entertainment line-up and hot July weather combined to make the 2003 edition of Klondike Days a huge success. Breaking records and setting the fourth highest attendance in the exposition's history, 758,757 people enjoyed their time at the fair. Edmonton's Klondike Days Exposition is the region's biggest summer celebration with a great value for the entertainment dollar. Tickets were only \$7 for this non-stop entertainment package, which had many highlights, including the spectacular RCMP Musical Ride, and a fantastic line-up at the TELUS stage. As

well, guests who attended the extremely popular feature show, Scandinavia by Design, enjoyed many aspects of the culture of five magnificent Nordic countries, Denmark, Finland, Iceland, Norway and Sweden. The show featured everything from music and dancing to great cuisine and shopping.

For those with a taste for the Wild West, the ninth version of the Klondike Chuckwagon Derby thrilled visitors at the Northlands Spectrum racetrack with five nights of non-stop action.



Don Clipperton Owner, Seat Cover Centre,  
horseman, and Northlands Park volunteer  
[Helping make Farmfair International  
a great agricultural event]







Finding new markets Celebrating our  
agricultural youth Training strong lies  
Looking to the future finding great  
genes Managing our resources  
Helping Alberta stay

## [Farmfair International]

Cowboy hats and blue jeans were out in full force to celebrate the 30th editions of Farmfair International and Canadian Finals Rodeo in 2003. Farmfair International (November 1-9) showcased top-quality livestock from across the country. Despite difficult times in the agriculture industry, a diverse range of 16 breeds, including the feature breeds, Salers and Shorthorn, were in top form. Over 1,300 cattle competed for top honours in a number of categories.

Highlights included the Supreme Show of Champions, the Cattlemen's Commercial Pen Show and Legends of the Fall, which showcased all breeds in the pursuit of genetic advancement and excellence. Cattle were not the only focus as visitors and participants alike thrilled to great sporting events such as stock dog competitions, draft horse pulls and team penning, and enjoyed the diverse presentations of small and specialty livestock.





Earl Klapstein Owner, Eddie's Men's Wear, and Northlands Park volunteer [Helping make Canadian Finals Rodeo and Rodeo Magic great experiences]



Watching roping, riding and barrel  
racing Buying that special gift  
Winning a medal Unleashing magic  
Wearing a cowboy hat Takin' yer  
partner two-steppin'

## [Canadian Finals Rodeo]

The 30th edition of Canadian Finals Rodeo took over Edmonton on November 5 – 9. The best pro-rodeo athletes from the 2003 Canadian rodeo season, along with the best stock, staged another great battle in front of a record-breaking crowd of 91,572 fans who came to watch six rounds of thrilling action. New attendance records were established for the opening night and Saturday matinee performances. The crowds witnessed great competition as contestants vied for a share of the richest purse in Canadian rodeo, \$676,400.

### 2003 Canadian Finals Rodeo Champions

All-Around Champion - *Steven Turner, Cochrane, AB*

Canadian High Point Champion - *Curtis Cassidy, Donalda, AB*

Bareback Riding - *Kyle Bowers, Brooks, AB*

Steer Wrestling - *Lee Graves, Calgary, AB*

Team Roping - *Travis Gallais, Olds, AB and Rocky Dallyn, Nanton, AB*

Tie Down Roping - *Steve Lloyd, Quesnel, BC*

Saddle Bronc - *Dustin Flundra, Pincher Creek, AB*

Ladies Barrel Racing - *Raylee Edwards, Lethbridge, AB*

Bull Riding - *Jodi Turner, Cochrane, AB*

Novice Bareback - *Clayton Bunney, Cessford, AB*

Novice Saddle Bronc - *Jim Berry, Bonnyville, AB*

Miss Rodeo Canada - *Jennifer Bird, Miss Rodeo Okotoks, AB*





Gary Rogers Track Operations, Northlands Park employee  
[Caring for our environment by ensuring racetrack and agricultural events bedding is composted]







Experiencing the thrill of a close  
finish Meeting friends Dining in style  
Betting on a winner Discovering  
something new Making friends  
**[Racing and Gaming]**

Northlands Spectrum, western Canada's most luxurious racing entertainment centre, features year-round live harness and thoroughbred racing, and an impressive selection of simulcast races from around the world. Guests can enjoy dinner at Colours Restaurant, a 700-seat dining room overlooking the racetrack. This superior entertainment facility is complemented by a selection of 500 premium slot machines.

Northlands Park's live harness racing schedule began on February 28 with spring and fall seasons, and featured a total of 72 racing days and 806 races. Armbro Aviator

won the \$125,000 Western Canada Pacing Derby - the signature race of the harness season - making 20-year-old Mike Hennessy the youngest trainer in history to win the race.

There were 635 opportunities to bet on a winner during the 74-day thoroughbred season, which began on June 20 and finished up on October 26. Raylene became the second consecutive filly to win the Canadian Derby, the most prestigious thoroughbred race in the province. Owned by two local racing fans, Raylene earned \$339,687 in 2003.



Garth Odsen Engineering student, University of Alberta  
[Northlands Park guest and car lover]







## Finding the right gift Getting new ideas for your home Seeing your child graduate Making new business connections

### [Commerce and Community]

Northlands Park plays a vital role in the communities of north/central Alberta and the Capital Region. Its knowledgeable workforce and multi-purpose venue build connections and create opportunities by ensuring there is a wide variety of events on the annual calendar.

Northlands AgriCom, the largest trade show and exhibition facility in Western Canada, provides an ideal location for a diverse range of trade and consumer shows, conferences, banquets, special events and graduations. Featuring more than 325,000 square feet of adaptable exhibition space and accommodating upwards of 30,000 people, the AgriCom is the venue of choice for a large number of consumer, business, agricultural and community events.

The year 2003 at the AgriCom started off with the Edmonton International Motorcycle Show, the Chinatown Tradefair and Expo, and the Renovation Show. Other events in the early part of the year were the Edmonton Boat and Sportmen's Show, the Edmonton Motorshow, and the Northlands Farm and Ranch Show.

Many graduates were seen in caps and gowns, tuxedos and prom dresses as 12 Edmonton area high schools and colleges chose the AgriCom for their graduation ceremonies and banquets. Youth from throughout the region also gathered for

the annual Focus on 4-H activities. The Mayor's Lunch for the Arts, along with numerous other fundraising galas, marked the beginning of the busy summer season. Northlands Park staff and volunteers then began preparing for and showcasing Edmonton's largest summer celebration - the Klondike Days Exposition.

The arrival of the Alberta Fall Gift Show marked the beginning of autumn with its numerous trade shows and special events. Preparations for Farmfair International and Canadian Finals Rodeo then kicked into high gear. This year marked the seventh annual and very successful Shared Christmas Magic Banquet, with 1,700 guests attending from 49 companies and organizations.

The comprehensive show services and exceptional catering at Northlands Park make on-site events a success and help to create memorable moments for many off-site events. Two of the successful events in 2003 were Waiter, There's a Puck in My Soup (January, Fort Edmonton Park) and the Premier's Klondike Breakfast (July, Legislature Grounds). As well, Northlands Park was pleased to be a part of the Heritage Classic Outdoor Hockey Game (November, Commonwealth Stadium) where the 468 staff from guest services and catering teams provided a variety of supports to the event.



Carmen Pawliw Corporate hostess, Rexall Place sky suites [Northlands Park guest and music fan]







## Making the best ice in the NHL Cheering for the home team Listening to a concert Making memories [Entertainment]

Showing their well-earned reputation for having the best ice in the NHL, Northlands Park staff assisted with the installation and maintenance of the ice surface at Commonwealth Stadium for the historic Heritage Classic Hockey Game in November 2003. When not making great ice off site, Northlands Park staff were at Rexall Place (formerly Skyreach Centre) to prepare for an impressive list of events, including home games of the Edmonton Oilers Hockey Club and the popular Disney on Ice show.

From sold-out performances of premier Canadian entertainers Shania Twain and Avril Lavigne and Guests, to a concert by the Moody Blues, the 2003 concert line-up had something for every taste. Performances by Toby Keith, Our Lady Peace, George Jones, Bruce Springsteen, The Dixie Chicks, Ozzy Osbourne, Loretta Lynn, Crosby, Stills and Nash, Randy Travis, Red Hot Chili Peppers and Bryan Adams, made 2003 a year of great entertainment and great memories.

Seating up to 18,000 guests, Rexall Place is a key venue and one of the community's greatest assets. This site also hosted events such as Canadian Finals Rodeo, Stars on Ice, World Wrestling Entertainment - Up Close and Uncensored, Monster Jam, the Shrine Circus and the Oilers Alumni Dinner.





Lynda Littmann Landscaper, and Northlands Park volunteer [Helping special needs kids experience Rodeo Magic]



# Giving your time Being the best you can be Serving your community

## [Volunteer Awards]

Northlands Park was founded by volunteers in 1879 to meet the needs of the agricultural community. Today, programs at Northlands Park continue to be spearheaded by a dedicated volunteer force that contributes more than 20,000 hours of service a year. Volunteer committees work in partnership with staff to plan and implement our major programs and events.

In recognition of the volunteers' invaluable contributions as well as their many skills, Northlands Park bestows an array of volunteer awards each year. The following people received a volunteer award in 2003.

### Special Recognition Awards

The Volunteer Award of Merit is presented to those who provide meritorious service. There is no length of service requirement.  
*Frank Cholak, Clifford Cyre, Stephen Graham, Rita Hennig, Elaine Hiller, Barbara Masters, Don Schmermund, Rico Sebastianelli, Pat Tully, Doug Wickham, Shirley Zylstra*

The 25 Year Roll of Honour recognizes individuals, companies or community organizations that, because of their involvement with Northlands Park over a period of not less than 25 years, have contributed significantly to Northlands Park and the community of northern Alberta.  
*CFCW Radio, Reg Norby*

The Ambassador Award is presented to an individual or organization for outstanding efforts in support of Northlands Park, the City of Edmonton and northern Alberta.  
*Eleanor Butz*

The Leaders of Tomorrow Award recognizes the outstanding contributions of volunteers, 25 years of age and under, who are involved in Northlands Park volunteer committees and programs.  
*Samantha King*

The Canadian Association of Fairs and Exhibitions Order of Merit  
*Children's Ability Fund*

The Canadian Association of Fairs and Exhibitions Distinguished Service Award  
*Jerry Vandermeer*

The Western Fairs Association, Blue Ribbon Awards recognize and honour individuals or groups who have provided outstanding support to the fair industry.  
*Alberta Beef Producers, Alberta Pork Producers, Alberta Milk Producers*

### Volunteer Service Awards

40 YEARS  
*Don Jackson, John McDonald*

35 YEARS  
*Kenneth Webb*

30 YEARS  
*Jane Batty, Gord Fuhr, Don Hunt, Glen Lavold, Gordon Wilson*

25 YEARS  
*Richard Hooper*

20 YEARS  
*Ivan Ivankovich, John Martyn, Daniel Turko*

15 YEARS  
*Ray Ball, Wayne Lipsett, Glenda Sheard, Fred Windwick, Judy Zilinski*

10 YEARS  
*Jerry Bouma, Terry Burns, Leticia De Leon, Peter Elzinga, Dwayne Friesen, Bob Gibbon, Irene Hleck, Allen Lupul, Julliette Lupul, Mark Opalinski, Valerie Roeleveld, Sharon Sagert, Wendy Schneider, Lorri Stinson, John Turin, Mary Turin, Gordon West*

5 YEARS  
*Stella Devanthey, Elsie Fehlauer, Fred Fehlauer, Bill Gonek, Sheila Gonek, Irene Kerr, Robin Mah, Pat Martin, Norman Milliken, Allyn Nelson, Tom Spiller, Kelly Storrier, Trent Whiting, Carol Zimmerman, Shirley Zylstra*





Linda Sellick and Leocadia Williamson Surgical nurses, Capital Health - Royal Alexandra Hospital, and Northlands Park volunteers [Giving young Albertans an opportunity to pursue their dreams at Talent Explosion (Edmonton's Klondike Days Exposition) and Country Vocal Spotlight (Canadian Finals Rodeo)]



# Lending a hand Making memories Helping your community Learning new skills Living well [Volunteers]

Acker, Liz	Berthelot, Polly	Cavanagh, Terry*	Eagles, Stewart
Acker, Robert	Best, Lyle*	Chapman, Darlene*	Eaton, Dan
Acker, Sherri-Dawn	Bevans, Don	Chapman, Robert*	Eaton, Linda
Adams, El	Bevans, Shelley	Cherneskey, Julie	Edwards, Tara
Adams, Jim	Bidlock, Peter*	Cherneskey, Russell*	Egert, Linda
Adams, Lynn*	Bienert, Doug*	Cherney, Dan*	Eggen, Jo
Adams, Robert	Bijou, Lauraine	Cheron, M. Diane	Elliott, Margaret
Adolf, Elizabeth	Bijou, Robert "Bob"	Chesla, Walter	Elliott, Marg
Aitken, Susan	Bilous, Jocelyn	Chesney, John L.*†	Elzinga, Peter*
Albers, Roger	Bissett, William*	Cholak, Frank*	Emerson, Elaine
Allen, Robb	Black, Melissa	Chomiak, John*	Emerson, Leroy
Amundrud, Rhonda	Blake, Bill	Chriest, Jean*	Erker, Dennis*
Andersen, Dianne	Blake, Jennifer	Christensen, Dale	Ethier, Romeo
Anderson, Bryan	Blake-Leavitt, Daphne	Christiansen, Don*	Evans, Sharon
Anderson, James	Bliss, Ken	Clancy, Barbara	Ewanchuk, Marie
Anderson, John*	Blume, Marlene	Clark, Gary*	Ewanchuk, Nick
Anderson, Judy	Bodell, Florence*	Clarke, Don*	Ewanyk, Claire
Anderson, Karla	Bodell, Lorne*	Clarke, Susie	Falconer, James
Anderson, Lillian	Bohn-Kippers, Karen	Clipperton, Don*	Falkenberg, Aaron*
Andrews, Chad	Borst, Janice	Cole, Dale*	Farnell, Tom*
Andrews, Helen	Borst, John	Collins, Christine	Fearon, Edie
Andrushak, Maxine	Boston, Tim*	Collins, Darlene	Fedoretz, Steve*
Angus, Sasha Alexander	Bouma, Jerry*	Collins, Tracy	Fedoruk, Donna
Archer, P. Jean*	Boyce, Rita	Connelly, Glenn*	Fedoruk, Mike
Armstrong, Beverly*	Boyer, Don*	Connelly, William	Fedoruk, Rhonda
Armstrong, Brock	Brandson, Dianne	Cook, Barry	Feduniw, Michael
Armstrong, Donna	Bratke, Keith	Cooke, Greta	Fedynak, Georgia
Armstrong, J. David	Brechin, Beverley	Coombs, Myrna	Fedynak, John
Armstrong, Jolene	Brewka, Ashley	Cox, Ken*	Fehlauer, Elsie
Arnoldussen, Linda	Brewka, Dirk	Crawford, David*	Fehlauer, Fred*
Ashbacher, Darrel	Brewka, Dustin	Cripps, Charles*	Fenniak, Todd
Ashbacher, Wendy	Brewka, Sharon	Cripps, Shirley	Fenton, Loren
Asselstine, Eileen	Broda, M.L.A., Dave	Cumming, James*	Fernandes, Maurice
Awid, Ken	Brown, Brian	Cyre, Clifford	Finseth, Doug
Babiuk, Dennis	Brown, Andrew	Dalwood, Andrew	Fischer, Robert*
Badowsky, Walter*	Brown, Ross*	Dalwood, Deborah	Fisk, Jennifer
Bagshaw, William*	Brownlee, James	Damato, Claudette	Fleming, Hildegard
Bailey, John "Jack"*	Brownlee, Jeannette	Daugherty, Doug*	Flores, Jeannine
Baird, David	Brydges, Sheri	Dauphinais, David*	Forbes, Jim
Baird, Douglas	Buchanan, Donald*	Davies, Kenneth	Forbes, Lois
Baird, Nancy	Buchkowsky, Lisa	Davies, Sandi	Forbes, Norman*
Bakker, Pam*	Buchkowsky, Terry	Davies, Trevor*	Forster, Ron
Ball, Thomas Raymond*	Buddle, Harry*	Davison, Linda*	Francis, Jack*
Ball, Victoria	Burns, Don	de Jong, Willie	Franke, Herta
Bannard, Bruce*	Burns, Robert	De Leon, Leticia	Freeland, Don*
Barr, Heather	Burns, Terry	de Rappard, George*	Friesen, Dwayne*
Barrie, Ronald	Burns, W.A. Doug	Dean, Maureen*	Fritz, Hanni
Baruzzini, Gail	Burt, Margaret	Deboer, Jerry	Froese, Aron*
Batty, Jane*	Butler, Edward	Deboer, Wilma	Fuhr, Gordon*
Batty, Judy*	Butler, George*	Denney, Janice	Fuhr, Pat
Beauchamp, Gerry	Butler, Patricia*	Denney, Norm	Funnell, Ronald*
Beauchamp, Vicky	Butti, Olivia*	Derewynka, Ann	Gadowsky, Laura*
Beaulieu, Leona	Butz, Eleanor	Devanthey, Stella	Gallotti, Tom
Beens, Louis	Byers, Joe	DeViller, Patricia	Galloway, Jim
Belanger, Brad	Byers, Richard*	Differenz, Valerie*	Gardner, Tami
Belanger, Dale	Caine, Robert*	Differenz, Virginia*	Garneau, Kelli
Belanger, Dennis	Callaghan, Patricia	Dixon, Barbara*	Gartner, Weiss Darlene
Belke, Debra	Campbell, Al	Dixon, Charles	Gaucher, Aleta
Bell, Lorne	Campbell, Bruce*	Dobush, Ken	German, Nona
Bell, Millie	Campbell, Colin	Donais, Melody	Gibbon, Bob*
Benbow, Lloyd*	Campbell, Gary*	Doolittle, Douglas R.*	Gibbon, Carole
Bencharsky, Natalia*	Campbell, Jim*	Doran, Jill	Gibson, Ineke
Bencharsky, John*†	Campbell, Rene	Dove, Frank	Gibson, Maryanne
Bennett, Gary	Camrose Reg. Exhibition*	Dubois, Louise	Gillespie, James*
Bennett, Pauline	Careless, Gary	Dubois, Mike	Gillespie, Reg
Bentley, D. Bruce*	Carlyle, Art*	Dubois, Rick	Gilroy, Christina
Berg, Carl*	Carstairs, Cindy*	Duff, Donald*	Gilroy, Gordon*
Berger, Pat	Carstairs, Gail	Duggan, Neil*	Gisler, Merna
Berthelot, Emily	Carstairs, Kimberly	Duholke, Lisa	Gladson, Helen
Berthelot, Gary	Carter, Rick*	Dumas, Rubyanne	Goggin, Steve
Berthelot, Lacey	Cavanagh, June*	Dunk, Elton*	Goh, Joseph



Goh, Judy	Hunter, Kathy	Lecocq, Harold	McMillan, Hertha
Gonek, Bill	Huntley, Andrew*	Lecocq, Wendy	McMurray, Amy
Gonek, Sheila	Hutchinson, Keltie	Ledig, Michael	McMurray, Kathleen
Goodman, Ken	Ivankovich, Ivan*	Lefebvre, Anthony	Meadows, Lenora
Goodman, Tisha	Jackson, Donald*	Leicht, Betty	Meakin, Anna*
Gorda, Arthur	Jacobs, Judy	Leitch, Judith	Melnychuk, Dwayne
Cordeyko, Allan*	Jacobs, Lawrence	LeLacheur, Rick*	Melnychuk, Janice
Cordeyko, Bernice*	Jacobs, Thomas	Leschiutta, Dale*	Mercer, Art
Gordon, Barb*	James, Kerry	Lessner, Dwayne	Mercer, Millie
Goss, Mary	Janiten, Heather	Lewchuck, Lewis	Merrigan, Marilyn
Gould, Hubie	Janiten, Janice	Lewchuck, Roxanne	Mildon, E. Lloyd*
Courley, Peter	Jarvis, William*	Lewis, Ken*	Mildon, Edward
Graham, Stephen*	Javens, Laurin	Lilgert, Lothar	Miles, Marianne*
Crainger, Donald	Jewett, Hilary*	Linder, Kathleen	Millar, Harvey
Grainger, Marg	Jewitt, Lorraine	Lindsay, Vicki	Miller, Dori-Lynne
Grams, Melanie	Johanson, Margi	Lipsett, Tom*	Miller, Gladys*
Gray, George	Johnston, Anita	Lipsett, Wayne*	Miller, John
Green, Susan	Jones, Al	Littmann, Lynda	Miller, Mike
Greenough, Greg*	Jones, Bryn	Loberg, Amy	Milliken, Norman
Greer, John*	Jones, Elaine*	Lore, Sally*	Milner, Stanley
Gregg, Dorothy*	Jones, James	Loree, Betty*	Mitchell, Donald
Greig, Bev	Jones, Leah*	Louis, Peggy*	Mittelstadt, Lovella
Grenier, Debbie	Jones, Mitch*	Luchak, Alex	Modin, Nelson*
Grieve, Zoria	Jones, Shirley	Luchak, Sue	Mohler, Frank
Croeneveld, Gaylene	Kadatz, Barb*	Lukanuk, Olga	Money, Glenda
Groleau, Shirley	Kalmbach, Marvin	Lupul, Allen	Monk, Lloyd*
Grotkowski, Larry	Kaminesky, Lillian	Lupul, Juliette	Montgomery, Douglas*
Grover, Merle	Kapoor, Jean*	Lyster, Patric	Morton, Marie
Grover, Shirley	Kay, Donald	MacDonald, George*	Moser, Chuck
Gustafsson, Susan	Keefe, Dennis	Mack, Bill*	Muench, Linda
Gutteridge, Paul	Kehl, Walter	MacKinnon, Dan	Murphy, Clinton
Haddock, Bonnie	Kelder, Karen	MacLean, James	Murray, Brian
Haddock, Richard	Kellett, Dave	MacPherson, Irma*	Myhre, Oz
Hadfield, Jerry	Keltie, Bruce	MacRae, Brandy	Nay-Tufty, Tammy
Hamilton, Don*	Kenyon, Anita	Madill, Bert	Nelson, Allyn
Harding, Barbara	Kerr, Guy*	Magee, Sarah	Nelson, Shirley*
Harding, Joe	Kerr, Irene	Mah, George*	Ness, Daryl
Hardstaff, Rebekah	Kerr, William	Mah, Robin*	Newman, Clarence*
Harris, Shirley	King, Samantha	Majeau, Victor	Newman, Zonnie
Haugen, Betty*	Kingston, David	Malachowski, Stella	Nicoll, Dave*
Hayes, Louise*	Kingston, Harold*	Malmloff, Jack	Norby, Reg*
Healy, Charlotte	Kinsella, Wendy*	Malmloff, Marie	Norwood, Dave
Heinz, Pamela	Kinsman, Eileen	Mann, Marlene	Nott, Kenneth
Hennig, Rita*	Kisilevich, Betty	Marler, Reg*	Nowicki, Judith
Henning, W.J.M.*	Kisilevich, Orest	Marples, Kelly*	Nystrom, Christina
Herchen, Lloyd	Kiss, Jim*	Marples, Mike*	Nystrom, Desiree
Herfindahl, Ken	Klapstein, Earl	Martin, Barclay	Oberg, Don
Heron, Doreen	Klein, Ralph*	Martin, Jim	Oberik, Doreen
Heron, John	Kmech Sr., Peter*	Martin, Pat	Ohe, Mark*
Heron, Olive	Knelson, Karen	Martin, Sandra	Olsen, L. O.*
Heron, Gordon*†	Knight, Tom	Martin, Shivon	Opalinski, Mark
Herzog, Karen	Kobie, Franklin*	Martinuk, Eugene*	Osborne, John*
Hewitt, Lisa	Koeppen, Anne-Marie*	Martyn, Audrey	Ottewell, Lorne*
Higgins, Joan*	Koeppen, Carly	Martyn, John*	Owen, Dave
Hiller, Doug	Kokotilo, Louise	Maschmeyer, Doug*	Owen, Marion
Hiller, Elaine D.*	Kolton, Arelene	Maschmeyer, Gerald*	Owen, William*
Hilts, Darlene	Korchinsky, Ernie*	Maschmeyer, Lloyd*	Packford, Guy*
Hjelsvold, Randy*	Krause, Daryl	Masters, Barbara	Padfield, Clive*
Hleck, Harry	Krause, Shirley	Matichuk, Andy*	Page, Gail*
Hleck, Irene	Krauskopf (Byblow), Rebecca	Maybroda, Katherine	Page, Roger
Hnatiuk, Sharman	Kreddig, Lynette	Mazankowski, Don	Paisley, Loretta
Hodgins, Allene	Krywko, Cora	McBain, A. Ross*	Panas, Catherine
Hoffman, Dolores	Kuhn, Dianne*	McBain, Neil*	Panchyshyn, Derek
Hoffmann, Rayanne	Kuhn, Rhonda	McBurney, Derek	Papenhuyzen, Charles
Hogle, Bruce*	Kuhn, Ron*	McCarten, Colin*	Park, Diana
Hoglin, Brenda	Kulak, Tom	McConnell, Nadine	Park, Linda
Hole, Harry*	Kulusic, Jana	McDonald, Barry*	Parsons, Alan*
Holland, Kathy	Kumpula, Bryanna	McDonald, Joe*	Patriquin, Gordon*
Hollands, Dan*	Kyle, Sandy	McDonald, John	Paul, Larry*
Hollands Jr., Dan*	LaFleche, A. Bryan*	McDonell, Allan*	Pauli, Helen*
Holte, Warren*	Lalonde, Audrey	McDonell, John*	Pawelek, Rooth*
Hood, Kathleen	Lambert, Jocelyne	McDougall, John*	Pearse, Brian*
Hooper, Rick	Landin, Lillian*	McEachern, Ray	Pearse, John*
Hosegood, Sandy	Landin, Ray	McEathron, Agnes	Pedersen, George*
Howard, Bob	Langley, Larry	McGhan, Bruce*	Pedersen, Harry*
Howell, Lorne	Laskey, Nancy	McGhan, Marilyn	Pederson, Edward
Howell, Myrna	Lastiwka, Mike	McGregor, Ralph	Pennock, Bruce*
Hughes, George*	Lastiwka, Sandra	McGuire, D. Muriel*	Perry, Burke*
Hughes, Judy	Lavold, Glen*	McIsaac, Judy	Perry, H.L.D. (Len)
Hunt, Don*	Leavitt, S. Ray*	McKitrick, Christa	Peters, John



Peters, Marlene*	Sciur, Gary*	Tchir, Anna	Wick, Nicole
Peterson, Maryann	Sebastianelli, Rico	Tchir, Jayne	Wickham, Candice
Petherbridge, Leona	Sedgwick, Laura Ann	Telford, Gordon	Wickham, Doug
Pirtle, Arla	Sedgwick, Tim	Telford, Joan	Wickham, Sharon
Pitruniak, Edward	Seiersen, Chris*	Telford, Laura	Widney, Mark*
Plaizier, Peter	Sellick, Linda	Thatcher, Kenneth*	Wilfladt, Elmer
Playdon, Kathy*	Semotiuk, Nick*	Theander, Dale	Wilkes, Annette
Plunkie, Irene	Shaw, Elizabeth	Theander, P.J.	Wilkes, Brian
Pointe, Greg	Shaw, Peter	Thomas, Leola	Wilkes, Greg*
Posthuma, John	Sheard, Glenda*	Thomas, Marilyn	Wilkes, Penny*
Posthuma, Wilbur	Shenfield, Allan*	Thomas, Warren*	Wilkie, Eileen
Potiuk, Kris	Shenfield, Kevin*	Thompson, Caroline	Williams, Bill
Power, Helen	Shillington, Doug*	Thut, Vivian	Williams, Edith
Pratt, William	Sibbald, Bernard	Tiffen, Patricia	Williamson, Leocadia
Prefontaine, Colleen	Sibbald, Mary	Tober, Glennis	Wilson, C. Gordon*
Preshing Sr., William*	Siltanen, Leila	Tonokahak, Ross	Wilson, Kim
Prestage, Robert*	Siltanen, Marty	Tully, Pat	Wilson, Melanie*
Pritchard, Alexis	Sime, Carol*	Turin, John*	Wilson, Traci
Proctor, Bradley	Skelly, William*	Turin, Karen	Windwick, Fred*
Proctor, D. Gayle*	Skipitsky, R. Alice	Turin, Mary	Windwick, John*
Proctor, John	Skoreyko, Alan*	Turko, Daniel*	Witbeck, Bill
Purdy, William*	Skoreyko, Dale	Turko, Patti	Withers, Norm*
Pylypa, Belinda	Skripitsky, Alice	Turner, Barbara*	Wood, Jennifer*
Quaife, Sharon	Sliwa, Elizabeth*	Turner, James	Woronuik, Jim*
Qualizza, Juanita	Sloan, Margaret	Tweddle, John*	Worrell, Leonard
Quarrie, Kelson*	Smalian, Ernie	Tymchuk, Karen	Wosar, Kristin
Ramsey, John*	Smathers, Diane	Tymchuk, Michelle	Yakimchuk, Margaret
Rasmussen, Anne	Smith, Bill	Unland, Lois	Yakimchuk, Walter
Ratcliff, Peter	Smith, Darryl*	Van de Walle, Walter*	Yankowsky, MLA, Julius
Rault, Linda	Smith, David	Van Dusen, Deanna	Yaremkevich, Raymond
Reid, Shelley	Smith, Donna	Vandermeer, Audrey	Yaremko, Boris*
Reilly, Jack H.*†	Smith, Marlene	Vandermeer, Casey*	Yaremko, Teresa
Reminsky, Esther*	Smith, Shelley	Vandermeer, Jerry*	Yarmey, Moreen
Rice, Ronald*	Sneddon, Carl	Vegreville Ag Society*	Yeates, Jonathan
Rife, George*	Sookdeo, Jennifer	Verbeek, Corine	Yonkers, Eileen*
Rigney, Reed*	Spelten, Darlene	Verlinde, Pat	Youck, Bernice
Roberts, Lynn	Spence, Judy	Victoor, Rene	Youck, Robert*
Robertson, Zetha	Spence, Sandra	Waldner, Tom	Young, Arden
Robinson, Angele	Spiller, Tom	Walker, Cindy	Young, Eric*
Robinson, Wilf	Sprague, Donald*	Walker, Robert*	Yuen, Gerry*
Rodgers, Dave	Sprague, Kenneth*	Walker, Wayne	Yurkiw, Larry*
Rodgers, Wendy	Sprague, Pat	Wanechko, Candace	Zawacki, Jennifer
Roeleveld, Valerie	Sprague, Sandra	Wanechko, Nicole	Zelmer, Aaron
Roeske, Murray*	Spring, David	Warring, Molly Anne*	Zilinski, Fred*
Rogucki, Louise	Stark, Doris	Watt, J. Angus*	Zilinski, Judy
Romanko, Willis*	Stark, Orville	Watt, Jack	Zimmerman, Carol
Ronaldson, David*	Starkman, Howard	Webb, Kenneth	Zuk, Rhonda
Rookes, Dave	Stasiuk, Sonya	Webb, Micheal*	Zwarg, Jason
Rookes, Gail	Stevenson, Orville*	Webber, Garry*	Zydek, Leslie
Rosichuk, Shirley	Stevenson, Patricia*	Weber, David	Zylstra, John*
Rosin, Fred	Stewart, Betty	Weber, Walter*	Zylstra, Shirley
Roth, Nelson	Stewart, Dwayne	Wedman, Cynthia	
Routhier, Gail	Stewart, William*	Weir, Eva	
Rudd, Jack	Stinson, Lorri	Weir, Howard*	
Russell, Jennifer	Stoik, Violet	Weir, Mahlon*	
Rutherford, Jack	Stone, Nathan*	Weiss, Merv	
Saban, Matthew	Storrier, Kelly	West, Esther	
Sagert, Sharon	Strain, Terry	West, Gerry	
Sampert, Raymond*	Strand, Grant	West, Gordon	
Sample, Sharyn	Stremel, Shelley	West, James Tyler	
Savage, Frances	Stroh, Ben	West, Jason	
Savage, Marjorie	Stroh, Joan	West, Lil*	
Schmermund, Don	Such, Fred	West, Norman	
Schmid, Horst	Sutherland, Pamela	West, Terry	
Schmidt, Lois*	Sutherland, W. G.*	Westbury, Robert*	
Schmuland, Kerri-Lee	Symic, Ronald*	Westerner Exposition Assc*	
Schneider, Howard	Szott, Michael	Weston, Judi	
Schneider, Wendy*	Szumlas, John*	Whiting, Norine	
Schoepp, Wayne	Tanton, Edwin	Whiting, Trent	
Schrieber-Touchings, Tammy	Tanton, Victoria	Whiting-Moore, Janet	
Schultz, Ed*	Taylor, Don	Wick, Donna	

\*Members  
†Deceased

Members hold voting shares, which cannot receive any dividends nor appreciate in value. Shares cannot be held by persons north of Township 34 or in estates of deceased members.

At Northlands Park, people are our most valuable resource.  
We especially need, appreciate and value our volunteers!





John Windwick, Wealth Management, All Financial, and member, Northlands Park volunteer, Board of Directors (Helping make a Klondike Day a really great day)



# Northlands Park 2009

## [Corporate Partners]

ADT Security Services Canada Inc.  
Agriculture & Agri-Food Canada  
Alberta Agriculture, Food and Rural  
Development  
Alberta Co-op Taxi Line Ltd.  
Alberta Motor Association  
ATB Financial  
ATCO Gas  
Benson & Hedges  
BFI Canada  
Budget Rent A Car of Edmonton Ltd.  
Carhartt  
Cedar Village Building Materials Ltd.  
Children's Ability Fund  
City of Edmonton  
Cliff's Towing Service Ltd.  
Doan's Restaurant  
EPCOR  
Free For All Marketing  
The Gencom Group  
Good Humor – Breyers Ice Cream  
H.O. Concrete Supplies Ltd.  
JTI-Macdonald Corp.  
Lammle's Western Wear & Tack  
McCain Foods (Canada)  
Merial Canada Inc.  
Mobilcom Wireless  
Morand Industries Ltd.  
Persona Communications  
Procter & Gamble Inc.  
RE/MAX Real Estate  
Ridgewood Homes Inc.  
Schering Canada Inc.  
Second Dimension International  
Sobeys West  
Soldan Fence & Metals Ltd.  
Sound Integration  
Spa World  
Sunstar Nurseries Ltd.  
Trader Classified Media  
UBF Food Solutions  
United Farmers of Alberta  
Unifeed  
Wild West Saloon  
Wrangler

### Official Sponsors

Molson Canada  
DaimlerChrysler Canada Inc.  
TELUS  
Coca-Cola Bottling Ltd.



Darrell Sopel Spectrum Food Services,  
Northlands Park employee [Baking pies  
and making sure you have a great  
meal at Northlands Spectrum]



# Northlands Park 2003

## [Financial Review]

The year 2003 was another successful year for Northlands Park. Net earnings remained consistent with the results of 2002. Klondike Days had only three days of rain; Rexall Place held 15 concerts (2002 - 13) and saw the return of Disney on Ice and Lipizzaner Stallions. Slot play in the Northlands Spectrum Racing Entertainment Centre continued its strong growth following the renovation of the facility in 2002, offsetting a drop in pari-mutuel wagering experienced in 2003 at Northlands and throughout the North American racing industry. Event contributions increased by \$956 thousand, and earnings before depreciation were \$377 thousand above last year's results.

Total annual revenues increased \$12.7 million, or 13 %, to reach \$108 million. Increases were realized in Racing and Gaming of \$10 million; NHL Hockey, Concerts and Special Events of \$1.73 million; Agricultural and Commercial Events of \$646 thousand; Canadian Finals Rodeo of \$257 thousand; and Klondike Days of \$86 thousand.

Event contributions before grants, interest and depreciation increased by \$956 thousand to reach \$6.8 million. The following increases were realized: Racing and Gaming \$833 thousand; NHL Hockey, Concerts and Special Events \$196 thousand; Klondike Days \$108 thousand; and Agricultural and Commercial Events \$43 thousand. These gains were offset by decreases in Canadian Finals Rodeo of \$224 thousand.

Net earnings for 2003 had fluctuations within the business segments, but remained at \$3.4 million.

Business Area	Net Increase/(Decrease)	Net Earnings/(Loss)
Racing and Gaming	\$342 Thousand	\$2.4 Million
Klondike Days	\$63 Thousand	\$2.5 Million
NHL Hockey, Concerts and Special Events	\$34 Thousand	\$1.1 Million
Agricultural and Commercial Events	\$90 Thousand	(\$657) Thousand
Canadian Finals Rodeo	(\$250) Thousand	\$399 Thousand
Other	(\$339) Thousand	(\$2.4) Million

The category "Other" includes indirect grounds and building maintenance, administration and corporate programs, sales and marketing, net grant revenue and other income.

The financial position of Northlands Park was affected with a decrease in working capital deficiency (the excess of current liabilities over current assets) of \$4.4 million to \$6.5 million. Non-current long-term debt decreased by \$54 thousand to \$2.9 million. Net Assets increased by \$3.4 million to \$20.9 million, and capital acquisitions decreased by \$10 million to \$2.4 million.

Northlands Park represents many different things to many different people. As the organization strives to meet the diverse needs of its many stakeholders and to maintain key community facilities, it is also recognized that Northlands Park must continue to focus its efforts on developing new revenue sources to fund many of the initiatives critical to its ongoing success in the community.



# Northlands Park 2003

## [Financial Review]

### Event Contributions:

Northlands Park provides facilities and services which support the production of a variety of events including on-track and simulcast horse racing, Edmonton's Klondike Days Exposition, Canadian Finals Rodeo and Farmfair International, as well as events managed and promoted by outside clients.

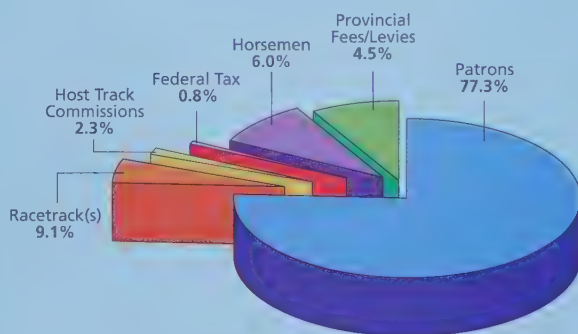
During 2002, Northlands Park - in partnership with Horse Racing Alberta (HRA) - renovated the main floor of the Spectrum at a cost of \$5.8 million of which HRA funded \$5.6 million. During 2003, incremental slot revenues of \$2.5 million (2002 - \$1 million) were used to repay HRA \$3.5 million of the funds advanced. The remaining \$2.1 million was recorded as a contribution from HRA to the costs of the renovations. The repayment of funds advanced from HRA was completed by the end of 2003.

Increases in slot activity continue to outpace live racing losses. The Spectrum Racing Entertainment Centre revenue growth was a highlight of 2003, which continued the strong play experienced after the addition of 250 machines in August 2002. The first full year after this expansion saw an increase in net win of \$8.5 million to \$34.5 million. Net contribution from the Spectrum Racing Entertainment Centre, after direct expenses and the 85% of net win retained by the Alberta Gaming and Liquor Commission (AGLC), was \$1.1 million - an increase of \$397 thousand from 2002. The continued growth in slot play is attributed to strategic machine mix upgrades and solid customer service combined with aggressive marketing and promotion. Northlands will continue to grow the business by increasing the net win per hour. Every change of dollar per hour results in increase in net win of \$2.9 million of which \$1 million is retained by AGLC in the Alberta Lottery Fund; \$1.5 million is distributed to HRA for racing purses, marketing, and racetrack improvements; and \$441 thousand is retained by Northlands Park.

Total handle or pari-mutuel wagering in 2003 decreased by \$1.9 million to \$74.5 million, which

represents the first drop after three years of consecutive increases. This drop - mirrored throughout the North American racing industry - is the result of a number of factors, including reduced fields in lucrative California races, cancellation of several simulcast cards due to inclement weather, and horsemen's strikes at some central United States tracks. In addition, the effects on the industry of the 2002 Breeders Cup Pick-6 scandal continued to be felt. The National Thoroughbred Racing Association in the United States, along with the Canadian Pari-Mutuel Agencies in Canada, have diligently investigated this issue and are implementing solutions to prevent a reoccurrence and to restore public confidence in the pari-mutuel wagering system.

### Distribution of a dollar wagered - 2003



The \$74.5 million wagered at Northlands Park on horse racing was distributed as follows: \$57.6 million to patrons; \$3.9 million to taxes and levies; \$4.5 million to horsemen's purses; \$1.7 million in commissions to host tracks for simulcast signal; and \$6.8 million retained by Northlands Park to apply against operating expenses. In addition, a \$6.3 million operating grant - constituting 18.33% of the slot machine net win - was received by Northlands in 2003 from HRA to offset the costs of live horse racing.

Klondike Days contributions increased \$108 thousand to \$2.6 million. Casino results increased \$86 thousand due primarily to increased slot play. Commercial Exhibits contributions increased \$101 thousand to \$851 thousand due to the Military and "Canada Presents" exhibits and reduced costs. Brewhouse contributions increased

\$35 thousand to contribute \$3 thousand, with increased food and beverage sales and reduced attraction costs. Additionally, AgVenture improved its net loss by \$29 thousand to \$11 thousand, as a result of savings incurred by moving the event into the Sportex. Feature Country Trade Show improved its loss by \$54 thousand to a net loss of \$141 thousand with increased liquor sales and reduced contracted work and attraction costs. Offsetting these results were events such as Klondike Days General, which decreased \$64 thousand to \$1.7 million, and Hall D Events which decreased \$114 thousand to a net loss of \$197 thousand, largely due to the costs of two attractions: Superdogs and the RCMP Musical Ride. The Klondike Days Dream Raffle program saw increased prize costs resulting in service club commissions decreasing by \$17 thousand to \$580 thousand. Service clubs use these monies to further good works in the community.

Canadian Finals Rodeo contributions decreased by \$224 thousand to \$425 thousand, primarily due to increased costs in television production, prize money, rodeo stock and labour charges. Additionally, costs were incurred to test River

City Roundup programming, a new western-themed marketing initiative that will continue for 2004.

NHL Hockey, Concerts and Special Events had a net loss of \$455 thousand, with increased contributions of \$196 thousand. Events such as Disney on Ice, Ozzy Osbourne, Shania Twain, Dixie Chicks, Bryan Adams and Red Hot Chili Peppers contributed to this improvement.

Agricultural and Commercial Events, which are staged in the AgriCom and Sportex, increased contributions by \$43 thousand to a \$299 thousand loss. This was a result of the addition of new shows: Health and Wellness Show, Northlands Horse Show, and two one-time events - Rollerblading International Inline Skating demonstration, and Alberta Children's Services conference. The impact of the 2002 drought, combined with the impact of BSE in 2003, negatively affected Farmfair International events this year, offsetting the gains made with the additional shows.

**Other Revenue and Expenses:**  
General grounds and building maintenance expenses reflect those costs not directly attributable to the Spectrum (Racing and Gaming), the AgriCom (Agriculture and Commercial Events) or Rexall Place (NHL Hockey, Concerts and Special Events).

Water, power and heating are significant components of Northlands Park expenditures. In 2003, the total utility expense was \$3.6 million (2002: \$2.8 million), an increase of 29% over 2002 levels, largely due to gas price increases.

General grounds and building expenses increased by \$401 thousand primarily due to annual increases in wages and benefits, increases in insurance costs, telephones, and snow removal.

General administration and corporate programs reflect costs not directly attributable to the core business segments: service areas included are the operations of the executive office, board of

Racing Handle & Parimutuel Commissions





## [Financial Review]

Net Funds Generated by Northlands Park to Federal and Provincial Agencies											
\$ Millions	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	10 Year Cumulative
HRA/ARC fees & levies	4.8	4.8	4.6	4.2	4.1	4.6	4.8	5.0	5.8	6.2	48.9
AGLC gaming proceeds	30.6	23.2	13.2	11.8	9.6	7.3	4.4	1.0	0.9	1.1	103.1
Federal tax	0.7	0.7	0.7	0.6	0.6	0.7	0.7	0.7	0.8	0.9	7.1
<i>Generated by Northlands</i>	<b>36.1</b>	<b>28.7</b>	<b>18.5</b>	<b>16.6</b>	<b>14.3</b>	<b>12.6</b>	<b>9.9</b>	<b>6.7</b>	<b>7.5</b>	<b>8.2</b>	<b>159.1</b>
Discretionary grant/pari-mutuel tax rebate	0.8	0.8	0.8	0.7	0.7	0.8	0.8	0.9	1.0	1.1	8.4
HRA Operating grant	6.3	4.8	-	-	-	-	-	-	-	-	11.1
Alberta Lottery grants	7.1	7.1	7.1	7.1	7.2	6.6	5.3	5.2	5.1	5.1	62.9
<i>Received by Northlands</i>	<b>14.2</b>	<b>12.7</b>	<b>7.9</b>	<b>7.8</b>	<b>7.9</b>	<b>7.4</b>	<b>6.1</b>	<b>6.1</b>	<b>6.1</b>	<b>6.2</b>	<b>82.4</b>
<b>Net funds generated by Northlands</b>	<b>21.9</b>	<b>16.0</b>	<b>10.6</b>	<b>8.8</b>	<b>6.4</b>	<b>5.2</b>	<b>3.8</b>	<b>0.6</b>	<b>1.4</b>	<b>2.0</b>	<b>76.7</b>

Excludes City of Edmonton Skyreach support payments of \$2.4 million per annum which are used solely to fund a portion of the financial concessions given to the Edmonton Oilers.

AGLC gaming proceeds for 1997-2001 are net of funds (2001: \$6.0 million; 2000: \$5.6 million; 1999: \$4.5 million; 1998: \$3.4 million; 1997: \$823 thousand) retained by Northlands to fund racing operations and capital improvements.

In 2002 and 2003, the amounts retained by Northlands (2003: \$6.3M; 2002: \$4.8M) were provided by the HRA Operating grant.

directors’ and volunteer service expenses. As well, finance, human resources and technology services business units, and contributions to other groups are represented.

Sales and marketing expenses include corporate partnerships (sponsorships), group sales, advertising and creative services, public relations, facility and catering sales. The sales and marketing expenses exclude any direct sales revenues or advertising expenses, but include general advertising relating to corporate and tourism initiatives. These expenses increased \$265 thousand due to reduction in sponsorship revenue as a result of a one-time occurrence in 2002, and increased wages and benefits including the addition of a new position, and increased equipment lease and rentals.

Other income is unchanged at \$9.4 million, which is comprised of the \$7 million received from the Province of Alberta as an unrestricted grant, and \$2.4 million from the City of Edmonton for Rexall Place operations support.

### Cash Flow:

*Liquidity and Capital Resources:* Net cash increased by \$10 million to \$10.9 million. Of the \$10.9 million cash on hand at year-end, \$5.5 million can be attributed to box office receipts for shows such as: George Strait; Nickelback;

Skate Canada; Sarah Brightman; and Stars on Ice. These box office proceeds will be disbursed during 2004. At the end of 2003, operating facilities totaling \$3 million had not been drawn down.

*Operating Activities:* Cash provided from operations increased by \$7.3 million. This increase can be attributed to an increase in funds held for others (box office receipts), and an increase in accounts payable, combined with a decrease in accounts receivable at year-end.

Northlands Park has a significant obligation for the maintenance and capital renewal of the existing facilities and site. Required major maintenance projects over the next three years are estimated at \$19.5 million of which \$2 million is budgeted for completion in 2004 and an additional \$1.6 million in step-out projects that have been identified if funds allow. Expenditures to maintain the existing facilities and site over the next 10 years are estimated to be \$86.5 million.

The estimated requirements (in the following table) are stated in 2003 base dollars and do not take into account any potential expansion. Management is currently assessing alternative sources of funding for the remaining projects. Currently, expenditures are restricted by the availability of sustainable cash generated from operations, supplemented by operating lines of credit.

Total Projected Expenditures over Ten Years

Year	Major Maintenance \$	Capital \$	Total \$
2004	3,600,000	8,700,000	12,300,000
2005	9,300,000	3,600,000	12,900,000
2006	6,600,000	3,900,000	10,500,000
2007	5,900,000	2,700,000	8,600,000
2008	6,900,000	2,500,000	9,400,000
2009	4,400,000	3,100,000	7,500,000
2010	5,300,000	3,900,000	9,200,000
2011	3,700,000	2,000,000	5,700,000
2012	3,000,000	2,400,000	5,400,000
2013	2,900,000	2,100,000	5,000,000
	51,600,000	34,900,000	86,500,000

*Investing Activities:* Capital expenditures, net of proceeds and accounts payable balances decreased by \$8.2 million to \$3.1 million. Major items included in the 2003 capital expenditures were the demolition of the Silver Slipper, replacement of vehicles, purchase of 15 Automated Teller Machines, and the purchase of three residential lots that will be used for future site expansion.

Capital projects for 2004 will include \$2.9 million to be financed through cash flow from operations. In recognition of the importance Rexall Place plays in the community, the City of Edmonton has agreed to fund \$2.7 million in capital improvements to the facility in 2004.

*Financing Activities:* Long-term debt incurred in 2003 was \$166 thousand for replacement of computer equipment. Long-term debt repayments totaling \$1.2 million were made in 2003 to repay debt on capital leases, the Rexall Place scoreclock, Ticketmaster Fan Access™ system, and the Spectrum.

*Liquidity:* Liquidity will continue to be challenged by escalating insurance costs and major maintenance requirements. Management will continue to monitor cash flow, restricting discretionary and capital spending as required. Sufficient operating lines of credit are in place to finance seasonal fluctuations in operations. Over the next 10 years, the City of Edmonton has

committed to invest \$11.7 million to maintain the infrastructure of Rexall Place. This commitment is based on a clear, mutual understanding of the needs and priorities of other City of Edmonton facilities and, as such, the timing and scope of work may vary over time.

Operating Risks and Uncertainties:

Management recognizes that capitalizing on new opportunities for growth is key to the ongoing success of Northlands Park. The company must continue to look for innovative ways to balance plans for the future while, at the same time, being able to respond to and overcome the significant challenges and uncertainties that face the organization.

- Northlands Park continues to work closely with the Edmonton Investors Group Ltd. and the City of Edmonton to keep the franchise in this city in light of rising player salaries and the state of the Canadian dollar. Over the past number of years, both Northlands Park and the city have made significant contributions to support professional hockey. Northlands Park and the City of Edmonton continue to negotiate the renewal and extension of the license agreements for an additional 10 years. The current Location Agreement, and City Support Agreement are in place until June 2004, and it is anticipated these agreements will be renewed before their expiration.



# Northlands Park 2003

## [Financial Review]

The license agreement between Northlands Park and the Edmonton Investors Group Ltd. expires June 30, 2004. The parties are close to finalizing a renewal agreement that will contain primarily all the terms and conditions of the existing agreement. The agreement will have a 10 year term with a five year option to renew if certain financial conditions are met.

A work stoppage during the 2004/2005-hockey season is anticipated. Management believes the loss of hockey will not have a negative financial impact on Northlands for 2004. If there is a NHL work stoppage, Northlands has agreed to provide the Edmonton Oilers Hockey Club with a rebate of \$13 thousand for each game not played. This \$13 thousand represents variable costs that Northlands incurs per game to provide event staff, and other services. During a work stoppage, Northlands would not be incurring these expenses.

The concert business in 2004 is exceeding all expectations resulting in the ability to maintain NHL Hockey, Concerts and Special Events contributions. The Brier occurring in March of 2005 will contribute favourably to 2005 results. Additionally, sales and marketing efforts will increase to secure additional events to utilize the building during a NHL work stoppage. These efforts will include securing events from the Jubilee Auditorium as it closes for interior renovations from July 1, 2004, to August 31, 2005.

Since 1998, the City of Edmonton has annually provided a \$2.4 million grant to partially fund the operational costs of Rexall Place. In May 2003, a new framework was developed for the Rexall Place City Support agreement. Effective July 1, 2004, the annual grant will be reduced to \$2.2 million, which will then be annually adjusted for inflation, commencing January 1, 2005. In addition, the City agreed to assume responsibility for funding those capital improvements that preserve the useful life of Rexall Place, with Northlands retaining responsibility for capital improvements related to the building's operating functionality and aesthetics.

- Several major events produced by or held at Northlands Park are weather sensitive. These elements can greatly impact the cost of delivering an event, and also affect attendance and potential revenues. This is particularly true for Edmonton's Klondike Days Exposition, Farmfair International (FFI) and Canadian Finals Rodeo (CFR). In 2003, BSE and the lasting effects of the drought experienced by Alberta ranchers and farmers in 2002 negatively affected participation at FFI and CFR. The reduction in cattle prices and continuing difficulties faced by the agricultural community are anticipated to have a negative impact on FFI and CFR in 2004.
- As stakeholder demands and competition in the marketplace increase, Northlands Park is continuing to explore new forms of commercial enterprise to replace traditional revenue sources previously secured from activities involving horse racing, gaming, raffles and trade show business.

Northlands Park is a significant participant in the gaming industry. The company continues to operate Canada's original casino during Edmonton's Klondike Days Exposition, and offers year-round slot play at Northlands Spectrum, which features 500 machines. The Edmonton gaming market is poised to change with the addition of at least two new casinos in the area over the next two years, as well as planned expansions of several existing gaming facilities. This industry is subject to legislation and competitive factors beyond our control and, at this time, it is unknown what impact gaming expansion will have on operations at Northlands Park.

Northlands Park, together with its industry partners, continues to work diligently to ensure the long-term viability of horse racing in Alberta. In 2002, the Government of Alberta passed legislation, which saw the replacement of the Alberta Racing Corporation with Horse Racing Alberta (HRA). This new entity is mandated to unify and stabilize the racing industry to

ensure its survival in a competitive, entertainment marketplace through the regulation and promotion of horse racing throughout the province. The HRA Board includes representation by all industry stakeholders including horse owners, breeders, racetrack operators, and the provincial government.

In 2002, HRA awarded Northlands Park with a provisional, 10-year, 'A' Class racetrack license extension for the years 2004 through to 2013. Under the terms and conditions of the license, Northlands Park was required to undertake an impressive expansion of its racetrack from the current single 5-furlong track to a 6½-furlong thoroughbred track surrounding a 5-furlong harness track. In 2003, due diligence research determined that such a track expansion is not currently feasible. Northlands is currently in negotiations to enter into a five year license with a renewal for an additional five years which will amend the terms and conditions of the existing license, including the expansion of the race track. Other projects for enhancing the Spectrum facility, as well as existing track and barn facilities, continue to be pursued by Northlands Park and other stakeholders in the racing industry. Final approval for these projects rests with the Northlands Park Board of Directors.

- Northlands AgriCom is Western Canada's largest trade show and special events venue. Although this diverse facility features more than 325,000 square feet of adaptable exhibit space, the lack of commercial and support space puts current trade show business at risk. Lack of availability during peak seasons restricts the ability to attract new and larger trade shows to Edmonton. Size limitations also prevent Northlands Park from adding complimentary attractions that would assist in offsetting the high staging costs of agricultural events.
- In recognition of future competitive market conditions facing the organization, the company undertook a review of its long-term expansion

plans with respect to the site and all facilities. The long-term plan addresses the following issues: best uses of land, requirements of existing and future permanent exhibit space including agricultural facilities, pedestrian and vehicular circulation, parking, and corporate programming. The plan, which is aligned to our vision of being a leader in providing exceptional exhibition and gaming facilities in Western Canada, was forwarded to the Board of Directors in February 2004 for their review and endorsement. Concurrent with, and in consideration of, the long-term expansion plans, the company completed the purchase of all the land available to it in West Bellevue (east site) as defined by the 1990 Area Redevelopment Plan. Work is progressing with the City of Edmonton to consolidate these lands as part of our site and Council approval is expected early in 2004.

- Northlands Park operates a number of large facilities and, as such, faces significant utility costs. As rates for electricity and natural gas continue to significantly increase each year due to deregulation, the company is adjusting rental rates and usage fees where possible to offset these increases. However, there are many stakeholders such as the Edmonton Oilers Hockey Club, the horse racing industry, and agricultural organizations, which through their fixed contracts or inability to provide additional contributions, cannot absorb their proportionate share of these increases. Northlands Park will continue looking for ways to offset utility increases, including requesting additional provincial and municipal funding.



# [Consolidated Financial Statements]

## Management Report

The accompanying consolidated financial statements of Edmonton Northlands (operating as Northlands Park) and all the information in this annual report are the responsibility of Management and have been approved by the Board of Directors.

The consolidated financial statements have been prepared by Management in accordance with generally accepted accounting principles. When alternative accounting methods exist, Management has chosen those it deems most appropriate in the circumstances. The significant accounting policies used are described in note 2 to the consolidated statements. Financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects. Management has prepared the financial information presented elsewhere in the annual report and has ensured that it is consistent with that in the consolidated financial statements.

Northlands Park maintains systems of internal accounting and administrative controls of high quality. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the Company's assets are appropriately accounted for and adequately safeguarded.

The Board of Directors is responsible for ensuring that Management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The Board carries out this responsibility principally through its Finance and Audit Committee.

The Finance and Audit Committee is appointed by the Board, which is comprised of seven members, none of which are employees of the Company. The Committee meets periodically with Management and the independent auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the financial statements and the auditor's report.

The Committee reports its findings to the Board for consideration when approving the financial statements for issuance to the shareholder members. The Committee also considers, for review by the Board

and approval by the shareholder members, the engagement or re-appointment of the auditors. The consolidated financial statements have been audited by Ernst & Young in accordance with generally accepted auditing standards on behalf of the shareholder members. Ernst & Young has full and unrestricted access to the Finance and Audit Committee, with or without management being present.



General Manager  
& Chief Operating Officer



Chief Financial Officer  
Corporate Secretary  
& Treasurer

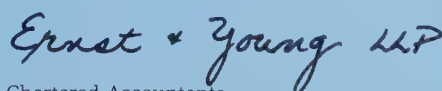
## Auditors' Report

To the Members of Edmonton Northlands:

We have audited the consolidated balance sheet of Edmonton Northlands (operating as Northlands Park) as at December 31, 2003 and the consolidated statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material aspects, the financial position of the Company as at December 31, 2003 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants  
Edmonton, Canada  
February 27, 2004

# CONSOLIDATED BALANCE SHEET

As at December 31

	2003 \$	2002 \$
<b>ASSETS</b>		
<b>Current</b>		
Restricted cash <i>[note 5 – page 45]</i>	—	327,457
Cash and cash equivalents	10,880,614	864,286
Accounts receivable <i>[note 3 – page 44]</i>	3,794,880	5,423,312
Inventories	416,783	498,164
Prepaid expenses	589,812	1,028,688
<b>Total current assets</b>	<b>15,682,089</b>	<b>8,141,907</b>
Capital assets <i>[note 4 – page 45]</i>	79,227,237	82,898,431
	<b>94,909,326</b>	<b>91,040,338</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	9,033,286	7,781,978
Deferred revenue	1,949,508	2,191,116
Funds held for others <i>[note 5 – page 45]</i>	5,413,948	2,380,143
Current portion of long-term debt <i>[note 6 – page 46]</i>	5,756,623	6,706,640
<b>Total current liabilities</b>	<b>22,153,365</b>	<b>19,059,877</b>
Long-term debt <i>[note 6 – page 46]</i>	2,920,298	2,973,960
Contributions for expansion of facilities and capital debt retirement <i>[note 7 – page 47]</i>	48,965,747	51,502,735
	<b>74,039,410</b>	<b>73,536,572</b>
<b>Commitments and contingencies <i>[note 8 – page 48]</i></b>		
<b>Net Assets</b>		
Share capital <i>[note 9 – page 48]</i>	1,405	1,380
Investment in capital assets	21,071,706	21,715,096
Accumulated operating deficit	(203,195)	(4,212,710)
<b>Total net assets</b>	<b>20,869,916</b>	<b>17,503,766</b>
	<b>94,909,326</b>	<b>91,040,338</b>

See accompanying notes

On behalf of the Board:

Director

Director



# Northlands Park 2003

## [Consolidated Financial Statements]

### CONSOLIDATED STATEMENT OF OPERATIONS

Year ended December 31

	2003 \$	2002 \$
<b>Revenue</b> <i>[note 10 – page 49]</i>	107,726,266	95,006,990
<b>Expenses</b> <i>[note 10 – page 49]</i>	100,944,555	89,180,950
<b>Event contributions</b> <i>[note 10 – page 49]</i>	6,781,711	5,826,040
<b>Other revenues and expenses:</b>		
General grounds and building maintenance	4,401,961	4,001,437
General, administration and corporate programs	2,741,635	2,827,323
Sales and marketing	1,523,398	1,258,340
Depreciation, net of amortization of capital contributions	3,539,069	3,102,142
Interest expense <i>[note 11 – page 49]</i>	609,523	610,751
<b>Operating loss before undernoted</b>	(6,033,875)	(5,973,953)
Government assistance <i>[note 12 – page 50]</i>	9,400,000	9,400,000
<b>Net earnings for the year</b> <i>[note 10 – page 49]</i>	3,366,125	3,426,047

### CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

	Invested in Capital Assets \$	Accumulated Operating Deficit \$	Share Capital \$	2003 \$	2002 \$
<b>Balance, beginning of year</b>	21,715,096	(4,212,710)	1,380	17,503,766	14,077,669
Net earnings for the year	—	3,366,125	—	3,366,125	3,426,047
Depreciation, net of amortization of capital contributions	(3,539,069)	3,539,069	—	—	—
Investment in capital assets funded from operations, net of related debt and capital contributions	1,725,965	(1,725,965)	—	—	—
Repayment of long-term debt	1,169,714	(1,169,714)	—	—	—
Increase (decrease) in share capital	—	—	25	25	50
<b>Balance, end of year</b>	21,071,706	(203,195)	1,405	20,869,916	17,503,766

See accompanying notes

## CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended December 31

	2003 \$	2002 \$
<b>CASH PROVIDED BY (USED IN):</b>		
<b>OPERATING ACTIVITIES</b>		
Net earnings for the year	3,366,125	3,426,047
Items not affecting cash:		
Depreciation	6,083,936	5,468,300
Amortization of contributions	(2,544,867)	(2,366,158)
	6,905,194	6,528,189
(Increase) decrease in non-cash working capital related to operations:		
Accounts receivable	1,528,432	543,539
Inventories	81,381	(65,432)
Prepaid expenses	438,876	(425,528)
Accounts payable and accrued liabilities	1,922,612	(2,538,619)
Deferred revenue	(241,608)	1,985,649
Funds held for others, net of restricted cash	3,361,262	705,288
<b>Cash provided from operating activities</b>	<b>13,996,149</b>	<b>6,733,086</b>
<b>INVESTING AND FINANCING ACTIVITIES</b>		
Increase in long term debt	166,035	3,209,000
Purchase of capital assets, net of proceeds from disposals	(3,084,046)	(11,256,859)
Contributions for expansion of facilities and capital debt retirement	107,879	2,000,000
Repayment of long-term debt	(1,169,714)	(1,301,963)
Increase in share capital	25	50
<b>Cash used in investing and financing activities</b>	<b>(3,979,821)</b>	<b>(7,349,772)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>10,016,328</b>	<b>(616,686)</b>
Cash and cash equivalents, beginning of year	864,286	1,480,972
<b>Cash and cash equivalents, end of year</b>	<b>10,880,614</b>	<b>864,286</b>

See accompanying notes



# [Consolidated Financial Statements]

## CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS

December 31, 2003

### 1. PURPOSE OF THE ORGANIZATION

Edmonton Northlands, formerly The Edmonton Exhibition Association Limited which was incorporated in 1908, is the successor to the Edmonton Agricultural Society of 1879 and The Edmonton Industrial Exhibition Association of 1899. During 1995, Edmonton Northlands adopted the operating name, Northlands Park. Edmonton Northlands is incorporated under Part 9 of the Companies Act of Alberta as a non-profit organization. Edmonton Northlands purpose is to provide programs and facilities to benefit the residents of Northern Alberta in the fields of agriculture, racing and gaming, trade shows, exhibitions, entertainment and community service. The Directors of Edmonton Northlands are elected volunteers who are not paid for their services. The shareholders of Edmonton Northlands, who are also volunteers, cannot receive dividends, nor can their shares appreciate in value. Shares cannot be sold, held by persons residing outside the Province of Alberta or by the estates of deceased shareholders.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of presentation

These consolidated financial statements have been prepared in accordance with Canadian generally accepted accounting principles and reflect the policies set out below. To prepare financial statements that conform with generally accepted accounting principles, management must make estimates and assumptions to arrive at the reported amounts of assets, liabilities, revenue and expenses during the reporting period and the disclosure of contingent assets and liabilities. Actual results could differ from those estimates.

#### Principles of consolidation

The consolidated financial statements include the accounts of Edmonton Northlands ("The Company" or "Northlands") and its wholly owned subsidiary, Lorlej Racing Services Ltd. The Company's 55% interest in the Alberta Teletheatre Network (ATN) racing joint venture is accounted for using the proportionate consolidation method whereby consolidated accounts include the Company's share of joint venture assets, liabilities, revenues, expenses and cash flows.

#### Cash and cash equivalents

Cash and cash equivalents include highly liquid investments with original maturities of 3 months or less at the time of purchase.

#### Inventories

Inventories are valued at the lower of cost and net realizable value. Supplies are valued at the lower of cost and replacement cost.

#### Capital assets

Capital assets are carried at cost less accumulated depreciation. Except for land and properties acquired for future expansion depreciation is provided for on a straight-line basis over the estimated useful lives of the assets as follows.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Assets	Useful life
Rexall Place and AgriCom	50 years
Spectrum	25 years
Other buildings and improvements	25 years
Equipment	3 to 20 years

Depreciation is charged on constructed capital assets from the date that the projects are substantially complete.

Capital leases

Leases that substantially transfer all of the benefits and risks of ownership of property to the Company are accounted for as capital leases whereby the asset and related obligation are recorded to reflect the acquisition and financing of the capital assets. Equipment recorded under capital leases is depreciated on the same basis as described above.

Revenue recognition

Racing and gaming revenues consist of pari-mutuel commissions and gaming wins net of patron winnings. Racing and gaming revenue is recognized at the time amounts are wagered.

Event production revenue is recognized when the event occurs. Proceeds received in advance for events produced by Northlands are recorded as deferred revenue. Proceeds received in advance for events produced by third parties are recorded as funds held for others.

The Company follows the deferral method of accounting for grants and contributions. Amounts externally restricted for capital purposes, including the acquisition of property for expansion, construction of facilities or retirement of capital debt, are credited to “Contributions for expansion of facilities and capital debt retirement” and are amortized into income each year on the same basis as the related assets are depreciated. Unrestricted contributions are recognized as revenue when received or receivable.

Interest swap

An interest swap is utilized to reduce interest rate risk on the Company’s long-term debt. The Company does not enter into financial instruments for trading or speculative purposes. The Company believes that the interest rate swap is effective as a hedge over the term of the instrument, as the term to maturity, the (notional) principal amount and the interest rate basis in the instrument all match the terms of the debt instrument being hedged. The interest swap agreement involves the periodic exchange of payments without the exchange of the notional principal amount upon which the payments are based, and are recorded as an adjustment to interest expense on the hedged debt instrument. The related amount payable to or receivable from the counterparties is included as an adjustment to accrued interest.

Contributed services

A substantial number of unpaid volunteers make significant contributions of their time in developing the Company’s programs. The value of this contributed time is not reflected in these financial statements since objective measurement or valuation is not readily determinable.



## [Consolidated Financial Statements]

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### Non-monetary transactions

The revenue and expenses resulting from non-monetary transactions have been recorded at the fair market value of the asset or service received, as it is the most readily determinable. During 2003, the Company provided and received services and products in kind of approximately \$744,191.

#### Pension costs

The Company participates in a multi-employer plan covering substantially all permanent, full-time employees. The pension plan is accounted for as a defined contribution plan whereby the Company's required contributions are recognized in the period in which they are incurred.

Included in expense for the year-end is \$657,548 (2002 - \$566,009) in respect of pension contributions payable for eligible employees.

#### Income tax status

The Company is a not-for-profit organization within the meaning of the Income Tax Act (Canada) and is exempt from income taxes.

#### Revenue risk

Northlands earns revenue from a wide variety of customers and has no concentration of revenue risk with any particular individual, company or other entity except for the racing and gaming revenues which are subject to an agreement between the Company, AGLC and HRA representing 32 % (2002 - 27 %) of total revenues. The Company does not have any other customers whose revenues exceed 10 % of total revenues.

#### Use of estimates

The preparation of consolidated financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

### 3. FINANCIAL INSTRUMENTS

Financial instruments of Northlands include accounts receivable, accounts payable and accrued liabilities, funds held for others, long-term debt, and an interest swap.

#### Fair values of financial assets and liabilities

The fair values of financial instruments excluding long-term debt and the interest rate swap approximate their carrying amount due to the short-term maturity of these instruments. The carrying values of other financial assets and financial liabilities approximate fair values except as otherwise disclosed in the financial statements.

3. FINANCIAL INSTRUMENTS (continued)

Credit risk

The Company’s accounts receivable are due from a diverse group of customers and as such, are subject to normal credit risks. At December 31, 2003 19.6% (2002 – nil) of accounts receivable is due from a third party. In addition, accounts receivable include 15.3% (2002 – 28%) and nil (2002 – 34%) due from HRA and the AGLC, respectively. The Company does not anticipate any difficulties in collecting these amounts.

Interest rate risk

The Company has entered into an interest rate swap agreement transaction to protect itself from exposure to interest rate increases on floating rate debt. Details of this transaction can be found in note 6.

4. CAPITAL ASSETS

	2003		2002	
	Cost	Accumulated depreciation	Cost	Accumulated depreciation
	\$	\$	\$	\$
Rexall Place	29,387,403	17,989,291	29,400,527	17,291,489
AgriCom	39,329,466	15,805,694	39,329,466	15,004,042
Spectrum	25,658,835	9,221,335	25,693,206	7,075,367
Other buildings and improvements	26,967,447	21,705,148	26,967,447	21,137,299
Equipment	31,104,549	23,290,581	29,853,163	21,419,916
Properties acquired for future expansion	14,791,586	—	13,582,735	—
	167,239,286	88,012,049	164,826,544	81,928,113
Net book value	79,227,237		82,898,431	

Included in equipment is equipment under capital lease with a cost of \$312,712 (2002 - \$615,051) and accumulated depreciation of \$140,589 (2002 - \$409,729).

City of Edmonton land lease

The land on which the Company’s facilities are located, including properties acquired for future expansion, is held in the name of the City of Edmonton (the “City”) and leased to the Company for a rent of \$1 per year. The lease expires in 2034. At the expiration or earlier termination of the lease, the buildings and improvements on the leased lands will revert to the City. Provided that the Company is in good standing, the City is obligated to grant a renewal lease for a further term of 15 years at a cost, and upon other terms and conditions, to be agreed upon by the parties.

5. FUNDS HELD FOR OTHERS

Funds held for others include advance ticket sales, telephone account betting deposits, employee savings plan deposits, and other amounts held on behalf of other parties. Employee savings plan deposits bear interest at prime less 1.5% and are collateralized by a letter of credit from the Company’s bank. The Company holds \$5,413,948 (2002 - \$2,380,143) on behalf of third parties.

In certain cases the cash and cash equivalents are unavailable for the use of Northlands. The total restricted cash amounts to nil (2002 - \$327,457).



# [Consolidated Financial Statements]

## 6. LONG-TERM DEBT

	2003 \$	2002 \$
City of Edmonton loan for the Rexall Place scoreboard due September 30, 2021, interest rate 6.0%, annual installments of \$270,272 principal and interest. <i>[note 15 – page 52]</i>	<b>2,926,399</b>	3,015,728
Ticketmaster loan for Fan Access™ gate system is unsecured, non-interest bearing, annual installments calculated based on \$0.25 per ticket sold.	<b>26,282</b>	109,000
Term bank loan primarily for the Spectrum, interest at 6.558%, monthly installments until December 30, 2009 of \$50,000 plus interest.	<b>3,744,498</b>	4,287,624
Term bank loan primarily for the Spectrum, interest at prime plus 0.5%, monthly installments until December 30, 2009 of \$25,000 plus interest.	<b>1,822,249</b>	2,093,812
Capital leases with terms of 60 and 65 months, interest rates ranging from 9.11% to 9.75%, and average total monthly payments of \$6,557.	<b>157,493</b>	174,436
	<b>8,676,921</b>	9,680,600
Amount due within one year	<b>5,756,623</b>	6,706,640
	<b>2,920,298</b>	2,973,960

The City of Edmonton loan for the Rexall Place scoreboard is collateralized by the scoreboard.

At December 31, 2003 the prime bank lending rate was 4.50% (2002 – 4.50%) and the Company had available an undrawn demand operating loan for \$3,000,000. The bank holds, as collateral for the operating and term loans, a general security agreement providing a first security interest on all property except for the scoreboard for which it has a second charge, a general assignment of book debts, an assignment of the Edmonton Investors Group Ltd. License Agreement and an assignment of the Company's Alberta Lottery grant proceeds. The term loan agreements contain certain covenants that allow the bank to demand repayment. Therefore the term loans are classified as current.

The Company has entered into an interest rate swap agreement with a Canadian chartered bank whereby the Company has fixed interest payments on its \$3,700,000 (2002 - \$4,300,000) long-term debt. As a result of this arrangement the Company has fixed the interest rate at 6.558% per annum to December 30, 2009. The fair market value of the interest rate swap at December 31, 2003 has been estimated using year-end market rates. This fair market value, which would result in an estimated loss of \$111,605 [2002 – (\$121,909)] approximates the amount that the Company would pay if the swap agreement was closed out at December 31, 2003.

The fair market value of the City of Edmonton loan at December 31, 2003 has been estimated using year-end market rates. This fair market value, which would result in an estimated loss of \$83,353 [2002 - (\$29,414)] approximates the amount the Company would pay if the loan agreement was closed out at December 31, 2003.

6. LONG-TERM DEBT (continued)

Long-term debt includes specific term borrowings. These term borrowings contain “demand features” that allow the creditor to call the loan and as result have been reflected as current liabilities. The creditor has not indicated an intention to force the repayment within the current period and the Company anticipates principal repayments of these borrowings to continue under the terms as scheduled below:

	Long-term debt	Capital Lease Payments	Total
	\$	\$	\$
2004	1,095,971	78,680	1,174,651
2005	1,000,369	64,113	1,064,482
2006	1,006,392	25,435	1,031,827
2007	1,012,775	4,022	1,016,797
2008	1,019,542	—	1,019,542
Thereafter	3,384,379	—	3,384,379
	8,519,428	172,250	8,691,678
Less related interest	—	(14,757)	(14,757)
	8,519,428	157,493	8,676,921

7. CONTRIBUTIONS FOR EXPANSION OF FACILITIES AND CAPITAL DEBT RETIREMENT

Accumulated restricted contributions received less amounts amortized are summarized as follows:

	2003	2002
	\$	\$
<b>Grants and contributions</b>		
Province of Alberta - Lotteries	66,132,114	66,132,114
Province of Alberta - other	26,361,253	26,361,253
Horse Racing Alberta	2,107,879	2,100,000
Government of Canada	9,100,000	9,100,000
City of Edmonton	3,700,000	3,700,000
Total grants and contributions received	107,401,246	107,393,367
Accumulated amortization	58,435,499	55,890,632
Unamortized grants and contributions	48,965,747	51,502,735



# Northlands Park 2003

## [Consolidated Financial Statements]

### 8. COMMITMENTS AND CONTINGENCIES

The Company has entered into equipment operating leases with terms up to seven years. Minimum lease payments for future years are:

	\$
2004	345,000
2005	198,000
2006	133,000
2007	54,000
2008	49,000
Thereafter	49,000

Northlands operates the racetrack under Horse Racing Alberta's (HRA) Racetrack Licensing Rules. The HRA granted the Company a Class "A" license extension for the years 2004 through 2013. Under the terms and conditions of the license, the Company is required to expand the racetrack. The terms and conditions of the amended license are subject to the approval of the Board of Directors.

During the normal course of business activity the Company is occasionally involved in litigation proceedings. At December 31, 2003, certain lawsuits and other claims were pending against the Company. While the outcome of these matters is subject to future resolution, management's evaluation and analysis of such matters indicates that, individually and in the aggregate, the probable ultimate resolution of such matters will not have a material effect on the Company's consolidated financial statements.

### 9. SHARE CAPITAL

	2003 \$	2002 \$
<b>Authorized</b>		
300 Shares of \$5 each		
<b>Issued</b>		
281 Shares (2002 - 276 shares)	1,405	1,380

10. BUSINESS UNITS

The Company organizes itself into five primary business units based on the nature of the products or services provided.

	2003	2002
	\$	\$
<b>REVENUES</b>		
Racing and gaming	67,888,938	57,886,749
Agricultural and commercial events	9,400,576	8,754,296
NHL hockey, concerts and special events	16,176,397	14,448,150
Klondike Days	10,488,985	10,403,108
Canadian Finals Rodeo	3,771,370	3,514,687
	107,726,266	95,006,990
<b>EXPENSES</b>		
Racing and gaming	63,344,035	54,174,706
Agricultural and commercial events	9,699,966	9,096,799
NHL hockey, concerts and special events	16,631,614	15,099,585
Klondike Days	7,922,500	7,944,576
Canadian Finals Rodeo	3,346,440	2,865,284
	100,944,555	89,180,950
<b>Event contributions before related grants, interest and depreciation</b>		
Racing and gaming	4,544,903	3,712,043
Agricultural and commercial events	(299,390)	(342,503)
NHL hockey, concerts and special events	(455,217)	(651,435)
Klondike Days	2,566,485	2,458,532
Canadian Finals Rodeo	424,930	649,403
	6,781,711	5,826,040
<b>Business unit net earnings (loss)</b>		
Racing and gaming	2,424,546	2,082,423
Agricultural and commercial events	(657,470)	(747,172)
NHL hockey, concerts and special events	1,062,272	1,028,425
Klondike Days	2,510,808	2,447,271
Canadian Finals Rodeo	399,384	649,403
Indirect grounds, general expenses and other income	(2,373,415)	(2,034,303)
	3,366,125	3,426,047

11. INTEREST EXPENSE

	2003	2002
	\$	\$
Long-term debt interest	569,007	605,881
Short-term debt interest	40,516	4,870
	609,523	610,751



# Northlands Park 2003

## [Consolidated Financial Statements]

### 12. GOVERNMENT ASSISTANCE

Government assistance consists of:

	2003 \$	2002 \$
Alberta Lottery Fund – Agricultural & Economic Initiatives	7,000,000	7,000,000
City of Edmonton Support Agreement	2,400,000	2,400,000
	9,400,000	9,400,000

#### *Alberta Lottery Fund*

The Alberta Government in recognition of Northlands Park's contribution to the economy, the enhancement of agricultural lifestyle in the province through Alberta's agricultural societies, funds these organizations by way of annual funding. The current lottery agreement expires March 31, 2010.

#### *City of Edmonton Support Agreement*

A City of Edmonton Support Agreement provides a contribution towards Rexall Place operating cost of \$200,000 per month or \$2,400,000 per year until June 30, 2004. This agreement is effective July 1, 1998, the effective date of the Edmonton Investors Group Ltd. License Agreement. This funding represents a partial offset of the financial concessions given to the Edmonton Oilers pursuant to this agreement as outlined in note 15.

#### *Agricultural Grants*

Northlands receives agricultural funding from the Provincial Government. Grants received during the year are applied as follows:

Nature of Grant	Applied to	2003 \$	2002 \$
Agricultural grants	Agricultural and commercial events	163,420	107,500
	Capital assets	—	15,080
		163,420	122,580

### 13. HORSE RACING ALBERTA (HRA)

HRA general fees, levies and gaming commissions paid by the Company total \$4,110,775 (2002 - \$4,194,430) and have been applied to event production expenses – racing. The discretionary grant received from HRA of 0.95% of the gross handle totals \$816,444 (2002 - \$832,385) and has been applied to event production revenues – racing.

From January 1997 to September 2000, the Company operated slot machines in the Spectrum pursuant to the Northlands Racetrack Agreement made between the Alberta Gaming and Liquor Commission (AGLC), the Company and the Alberta Racing Corporation (ARC). The slot machine net win was split equally between the Company, the ARC and the AGLC in accordance with a plan to revitalize racing in Alberta. The Company applied its portion of these slot machine revenues to offset expenses from racing.

Effective September 2000, the Northlands Racetrack Agreement was replaced by two agreements: the Racing Entertainment Centre Agreement (RECA) and the Racing Industry Renewal Initiative Agreement (RIRI). The RECA was between the Company and AGLC and provided for a 15% Northlands 85% AGLC revenue split, with Northlands' share of the proceeds to offset expenses of the slot operations. The RIRI was between the Company and Her Majesty the Queen in Right of the Province of Alberta and provided Northlands with an additional 18 1/3% of the slot machine net win, the proceeds of which were to be applied to offset the expenses of ongoing racing activities. The RIRI was effective April 1, 2001 to March 31, 2002 and was subject to annual review by the Province. An extension of this agreement was signed effective April 1, 2002 to June 24, 2002. The RECA has a seven-day termination clause, which is consistent with the original Northlands Racetrack Agreement.

Effective June 25, 2002, the proclamation date of the Horse Racing Alberta Act, the RIRI was replaced by new agreements between the Company and HRA and between HRA and AGLC. Under the new agreements 51 2/3% of the slot machine net win is distributed by AGLC to HRA for uses as determined by the HRA board. During 2002, Northlands Park, in partnership with HRA, renovated the Spectrum Racing Entertainment Centre at a cost of \$5,844,067 of which \$5,584,511 was funded by HRA. HRA funding was in the form of a contribution of \$2,107,878 and an advance of \$3,493,784. The advance was repaid from the incremental slot revenues of \$964,354 and \$2,528,658 in 2002 and 2003, respectively. As at December 31, 2003, the advance had been fully repaid. In 2003, HRA granted the Company 18 1/3% of the slot machine net win totaling \$6,328,658 (2002 - \$4,764,354). \$3,800,000 was used to offset racing expenses and \$2,528,658 was used to repay funds previously advanced by HRA to fund the renovations in the Spectrum Racing Entertainment Centre. A new agreement is to be negotiated between Northlands Park and HRA to govern slot funding for the period April 1, 2004 onward.

Of the \$34,527,141 (2002 - \$25,992,114) of net win generated by Northlands Park Racing Entertainment Centre, \$29,841,252 (2002 - \$22,509,269) was remitted to the AGLC and the balance was applied to gaming operating expenses.



# Northlands Park 2003

## [Consolidated Financial Statements]

### 14. JOINT VENTURE

The Company holds a 55% interest in the Alberta Teletheatre Network (ATN) joint venture. A summary of the assets, liabilities, revenues, expenses and cash flows included in the consolidated financial statements from the proportionate consolidation of the racing joint venture is as follows:

	2003 \$	2002 \$
<b>Consolidated Balance Sheet:</b>		
Current assets	425,466	757,791
Capital assets	155,198	17,759
Current liabilities	160,895	259,632
<b>Consolidated Statement of Operations:</b>		
Revenue from racing and gaming	1,718,835	1,683,194
Expenses of racing and gaming	(1,734,153)	(1,425,116)
Net earnings	(15,318)	258,078
<b>Consolidated Statement of Cash Flows:</b>		
Cash flows from operating activities	247,266	446,436
Cash flows from investing activities	(152,635)	(14,765)

### 15. EDMONTON INVESTORS GROUP LTD. LICENSE

During 1994, Northlands entered into agreements with Edmonton Oilers Hockey Corp. and Coliseum Management Inc. (collectively called Hockey Corp.) regarding the management of Rexall Place (formerly Skyreach Centre). Previously Northlands operated Rexall Place and received all revenues from facility rentals, food and beverage and certain advertising as well as a percentage of gate revenue for professional hockey games played in Rexall Place. Under the 1994 agreements, Hockey Corp. was granted the right to operate the building, receiving all revenues and assuming all operating and certain capital costs for a period of ten years for \$2,800,000 per year.

In May of 1998, the Edmonton Investors Group Limited (EIGL) acquired the Edmonton Oilers Hockey franchise and all related contracts and commitments including the 1994 License Agreement and related obligations to Northlands. As a condition of the purchase, EIGL entered into covenants and restrictions similar to those contained in the 1994 Location Agreement, which granted Northlands, The City of Edmonton, and Economic Development Edmonton control, in most circumstances, over an attempt to move the Edmonton Oilers professional hockey team outside the City of Edmonton.

**15. EDMONTON INVESTORS GROUP LTD. LICENSE (continued)**

On December 24, 1999, a new License Agreement was executed with EIGL, effective July 1, 1998 for a period of six years. Under the terms of this agreement, Northlands resumed the management and operations of Rexall Place. The new License Agreement grants EIGL the right to receive all Oiler game revenues, including net Oiler food and beverage contributions. EIGL is also entitled to all building advertising and sponsorship revenues, suite rental revenues, Oiler ticket surtax revenues as well the Rexall Place parking lot revenue. Northlands is responsible for building operating and capital costs, including the building event costs related to the playing of professional hockey. Under the new Agreement, Northlands receives from EIGL building rent of \$1 per annum plus a contribution towards operating costs of \$58,333 per month or \$700,000 per annum for the period July 1, 1999 to June 30, 2004. The EIGL contributions are adjusted annually based on the Consumer Price Index (2003 - \$770,305; 2002 - \$761,441). Effective July 1, 1998 through to June 30 2004, the City of Edmonton contributes to Northlands \$200,000 per month or \$2,400,000 per annum.

The Company entered into an agreement with EIGL to purchase and install a scoreboard in Rexall Place in amount of \$3.2 million. The Company entered into a loan agreement with the City of Edmonton to finance the purchase of the scoreboard. The Company and EIGL amended the License Agreement and EIGL agreed to make an additional annual contribution of \$270,272 for the use of the scoreboard until September 30, 2021. EIGL can exercise an option to purchase the scoreboard at a price equal to the principal and interest outstanding on the loan from the City of Edmonton. EIGL agreed to pay a lesser amount if it ceases using the scoreboard and does not exercise the option to purchase.

**16. COMPARATIVE FIGURES**

The comparative financial statements have been reclassified from statements previously presented to conform to the presentation in the current year.





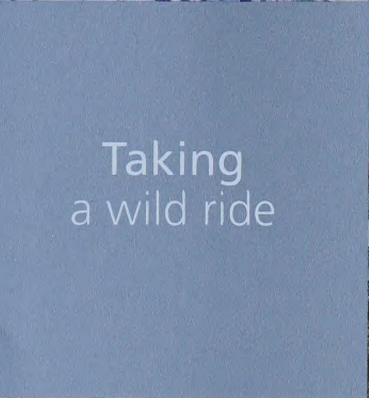




Making  
connections



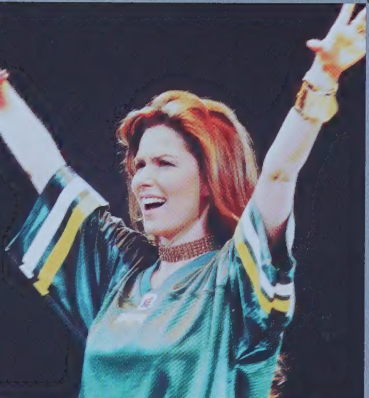
Feeling  
the midwa



Taking  
a wild ride



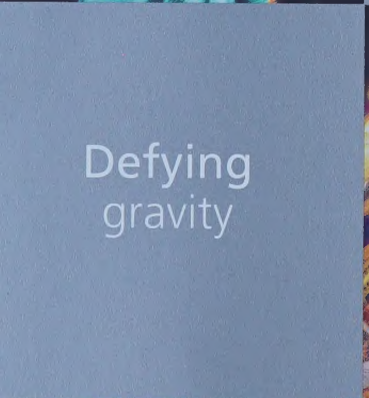
Reaching  
potential



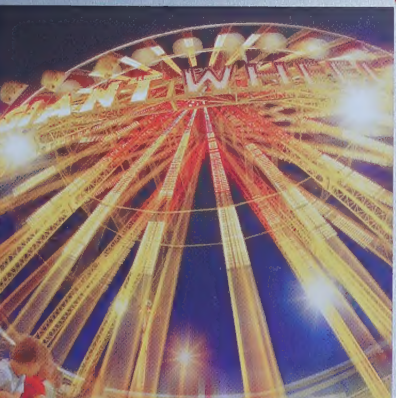
Jumping  
for joy



Feeling  
your style



Defying  
gravity



Reaching  
the champion



Stealing  
your heart



Wearing  
a cowboy hat



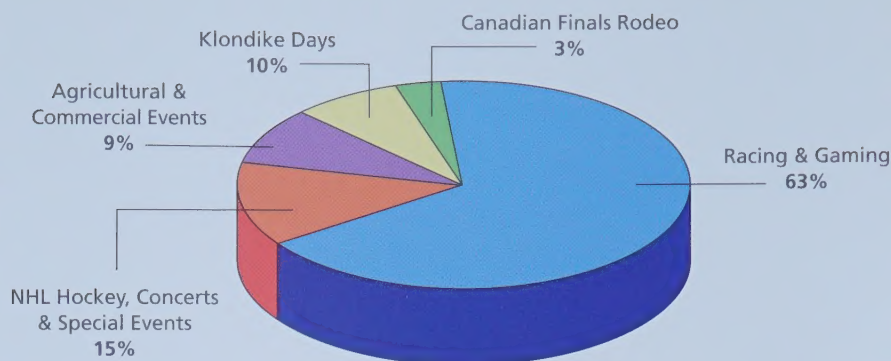
A special thanks to St. Theresa School, Laura Gadowsky, Barbara Masters,  
Don Clipperton, Earl Klapstein, Gary Rogers, Garth Odsen, Carmen Pawliw, Lynda Littmann,  
Linda Sellick, Leocadia Williamson, John Windwick, Darrell Sopel, Edmonton City Hall, Eddie's Men's Wear,  
Kuhlmann's Market Gardens and Greenhouses, Capital Health - Royal Alexandra Hospital,  
and ATB Financial for contributing their time, space and smiles to this report.



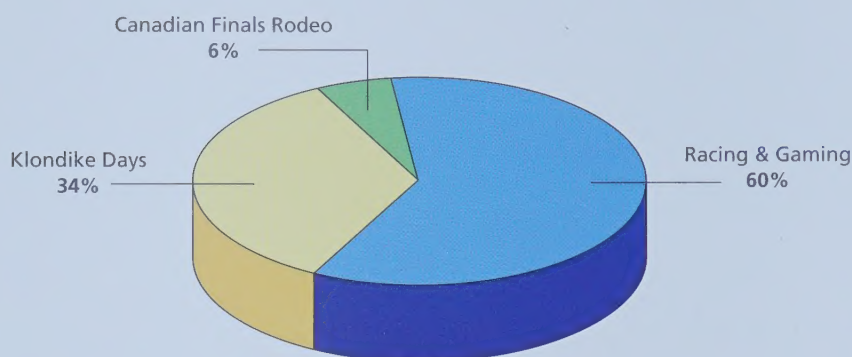
## In this report...

Mission and Vision	1
Social Contributions	2
Volunteer Board of Directors and Officers	4
Executive Message	6
Edmonton's Klondike Days Exposition	10
Farmfair International	12
Canadian Finals Rodeo	14
Racing and Gaming	16
Commerce and Community	18
Entertainment	20
Volunteer Awards	22
Volunteers and Members	24
Corporate Partners	28
Financial Review	30
Consolidated Financial Statements	38

## Revenues - 2003



## Event Contributions - 2003



(\$ Thousands)

Years ended December 31

### Revenues

	2003	2002	2001	2000
Racing & Gaming	\$ 67,889	57,887	44,004	39,491
Agricultural & Commercial Events	9,401	8,754	9,235	7,858
NHL Hockey, Concerts & Special Events	16,176	14,448	13,789	16,012
Klondike Days	10,489	10,403	9,730	9,539
Canadian Finals Rodeo	3,771	3,515	3,313	3,074
	<b>\$ 107,726</b>	<b>95,007</b>	<b>80,071</b>	<b>75,974</b>

### Event Contributions\*

Racing & Gaming	\$ 4,545	3,712	2,931	1,119
Agricultural & Commercial Events	(299)	(343)	(49)	(953)
NHL Hockey, Concerts & Special Events	(455)	(651)	(268)	(4)
Klondike Days	2,566	2,459	2,328	2,565
Canadian Finals Rodeo	425	649	623	433
	<b>\$ 6,782</b>	<b>5,826</b>	<b>5,565</b>	<b>3,160</b>

### Net Income (Loss)

Racing & Gaming	2,424	2,082	1,376	(666)
Agricultural & Commercial Events	(657)	(747)	(379)	(1,206)
NHL Hockey, Concerts & Special Events	1,062	1,028	1,605	1,854
Klondike Days	2,511	2,447	2,320	2,565
Canadian Finals Rodeo	399	649	623	433
Other**	(2,373)	(2,033)	(1,483)	(724)
	<b>\$ 3,366</b>	<b>3,426</b>	<b>4,062</b>	<b>2,256</b>

Working capital (deficiency)	\$ (6,471)	(10,918)	(3,511)	(3,867)
Long-term debt (non-current)	\$ 2,920	2,974	6,568	9,577
Net Assets	\$ 20,870	17,504	14,078	10,015
Capital expenditures	\$ 3,084	11,257	3,187	2,094

\* before grants, interest and depreciation.

\*\* Indirect grounds and building maintenance, administration and corporate programs, sales and marketing, net grant revenue and other income.

# 2003



